



ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT

環境、社會及管治報告

2022



Kingdee International Software Group Company Limited
金蝶國際軟件集團有限公司

Stock Code 股份代號: 268

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1 Message from the President

Looking back at 2022, it is remarkable that Kingdee, together with many Chinese businesses, went through a tough and unforgettable year amid the uncertainty associated with the economic downturn. In 2022, we managed to maintain rapid growth in cloud subscription revenue and continued to lead the industry in cloud subscription renewal rate, taking a solid step towards the goal of "doubling Kingdee's business with the cloud subscription model". Furthermore, in the midst of changes and challenges, with the mission of "Serving enterprises wholeheartedly and letting each of them shine", we helped thousands of Chinese enterprises grasp opportunities in the digital economy era by building a trusted ecosystem consisting of Kingdee, customers, and partners, with better products, better ecosystem, better implementation, better service, and better reputation.

In reliance on our corporate culture and digital capabilities, we made great progress in environment, social responsibility and corporate governance in 2022.

Environment

We are always concerned about environmental protection and help Chinese companies further promote green development. In response to China's carbon peak and neutrality target, we promote the green office, and our Kingdee Cloud Building under construction has received LEED Platinum initial certification and is planned to receive China Green Building Three-Star certification. We are also committed to providing our customers with energy-saving and consumption-reducing eco-friendly products and digital platforms to promote the sustainable development of society. Our enterprise Pass platform and industrial Internet platform provide empowerment for industry partners. Our digital employee platform helps enterprises save labor costs and use resources efficiently.

Social Responsibility

We adhere to the national policy of safety and reliability to guard the country's economic development. The Report to the 20th National Congress of the CPC proposed to accelerate independence in high technologies and make breakthroughs in core technologies. As a leader in domestic software, Kingdee has been making breakthroughs in key & core technologies through its "One Rocket and Multiple Satellites" product strategy to accelerate the pace of becoming a world-class enterprise and increase national strength through technological innovations. Kingdee Cloud Cosmic and Kingdee Cloud Constellation have signed contracts with enterprises directly under the central government, state-owned enterprises and Fortune 500 companies such as Genertec, CITC, COMAC, Minmetals Non-ferrous Metals, Shandong Heavy Industry, SSCO, Shudao Investment, Geely Holdings, Tongwei and YXT Health, powering the successful localization of 154 large enterprises in aggregate.

1 主席寄語

回首 2022，意義非凡，在經濟下行的不確定環境下，金蝶與眾多中國企業一同，邁過了艱辛而又難忘的一年。在這其中，我們不僅逆勢向「用雲訂閱模式再造一個金蝶」邁出了堅實的一步，保持雲訂閱收入高速增長，雲訂閱續費率持續領跑行業；更在變化和挑戰中，始終秉承「全心全意為企業服務，讓陽光照進每一個企業」的使命，打造金蝶、客戶、夥伴的信任生態，成就更好的產品、更好的生態、更好的交付、更好的服務、更好的口碑，幫助萬千中國企業捕捉數字經濟時代的發展機遇。

有賴於我們的企業文化以及數字化能力，2022 年我們在環境、社會和管治方面取得了長足的進展：

環境

我們始終關注守護生態環境，並幫助中國企業深化綠色發展。我們積極響應國家「雙碳目標」，推行綠色辦公，在建中的金蝶雲大廈已獲得 LEED 鉑金預認證，規劃獲得中國綠建三星認證。我們更致力於為客戶提供節能降耗的綠色產品、數字化的平台，以促進社會的可持續發展，我們所提供的企業級 Pass 平台、工業互聯網平台，為行業夥伴實現賦能；數字員工平台幫助企業節約用工成本，高效利用資源。

社會

我們堅持安全可信的大國策，為經濟發展保駕護航。二十大報告提出要加快實現高水平科技自立自強，堅決打贏關鍵核心技术攻堅戰。作為國產軟件的領軍者，金蝶通過「一箭多星」產品戰略一路高歌猛進，突破一個又一個「卡脖子」技術，以國產軟件助推全面加快建設世界一流企業，打造科技創新的強國力量。金蝶雲·蒼穹和金蝶雲·星瀚簽約中國通用技術、中國信科、中國商飛、五礦有色、山東重工、山西國運、蜀道集團、吉利控股、通威股份、一心堂等央國企和 500 強企業，累計幫助 154 家大型企業完成國產化替代。

Corporate Governance

We continue to strengthen our basic management and build a user-driven and self-driven organization. With a customer-centric philosophy, we have promoted IPD (Integrated Product Development) reform and improved our process management accountability system. We firmly believe that building superior, systematic processes is an important step towards a world-class company. Insisting on building a culture of "high performance, high growth, and high integrity", we have released the upgraded Kingdee Leadership Model, and completed company-wide awareness building in Kingdee Philosophy 4.0. The original aspiration will carry you through. It is Kingdee Philosophy that leads our employees and officers to grow.

2023 is the closing year of Kingdee's three-year strategy, and upon its 30th birthday, is also the first year for Kingdee to start with the "heart" and move towards a world-class enterprise. We have emerged from the pandemic with stronger belief, deeper trust and more powerful action. Sticking to the philosophy of "Customer-centered, Long-term Adherence to Professionalism; Strivers-oriented, Long-term Adherence to Pure and Visionary Mind", we will stay true to our original aspiration and all conscience, and persistently innovate and strive to promote high-quality development of Chinese enterprises and make the Chinese management models rise globally.

President of the Board
Xu Shaochun

管治

我們持續夯實基礎管理，打造用戶驅動和自我驅動組織。秉承以客戶為中心的理念，我們推動了 IPD（集成產品開發）變革，並完善了流程管理責任制；我們堅信：建立卓越的、系統化的流程，是邁向世界級企業的重要一步。我們始終也堅持建設「高績效、高成長、高心性」的文化，發佈了金蝶領導力模型升級版，並完成了全員共建金蝶哲學 4.0。「不忘初心，方得始終」，正是金蝶哲學持續引領幹部和員工成長。

2023 年，是金蝶三年戰略的收官之年，也是金蝶三十歲從「心」出發、邁向世界一流的元年。經過洗禮，我們的信念更加堅定，我們的信任更加堅實，我們的行動更加有力。「以客戶為中心，長期堅持專業主義；以奮鬥者為本，長期堅持明心淨心」，我們將始終保持初心和良知，堅持不懈地創新與奮鬥，推動中國企業實現高質量發展，讓中國管理模式在全球崛起。

董事會主席
徐少春

2 About Kingdee

2.1 Introduction of Kingdee

Kingdee International Software Group Company Limited ("Kingdee International" or "Kingdee") was established in 1993. It is listed on the Main Board of the Hong Kong Stock Exchange (stock code: 0268.HK) and headquartered in Shenzhen, the PRC. Kingdee has been repeatedly recognized by internationally renowned research institutions during the year, and IDC data shows that the Company continues to rank No. 1 in the market share of growth enterprise application software and enterprise application software SaaS ERM (Cloud ERP), and Kingdee has been not only No. 1 in the market share of growth enterprise application software in China for 18 consecutive years, but also No. 1 in the market share of enterprise ERM SaaS (i.e., Cloud ERP) and financial SaaS in China for 5 consecutive years. Kingdee is currently the only SaaS cloud service provider for Chinese enterprises selected into Gartner's global market guide. In the second half of 2022, Kingdee was ranked as a leader in China's digital factory solutions market and the only SaaS management cloud service provider in the Leaders quadrant in *IDC's latest IDC MarketScape: China Digital Factory Total Solutions Vendor Assessment 2022*.

2 關於金蝶

2.1 金蝶簡介

金蝶國際軟件集團有限公司（「金蝶國際」或「金蝶」）始創於1993年，是香港聯交所主板上市公司（股票代碼：0268.HK），總部位於中國深圳。金蝶年內屢獲國際知名研究機構認可。IDC數據顯示公司蟬聯成長型企業應用軟件及企業級應用軟件 SaaS ERM（雲 ERP）佔有率第一，金蝶不僅連續18年穩居中國成長型企業應用軟件市場佔有率第一、更連續5年在中國企業級 ERM SaaS（即雲 ERP）、財務 SaaS 市場佔有率第一，也是目前唯一入選 Gartner 全球市場指南（Market Guide）的中國企業級 SaaS 廠商。2022年下半年，在 IDC 最新發佈的《IDC MarketScape: 中國數字工廠整體解決方案 2022 年廠商評估》中金蝶位居中國數字工廠解決方案市場的領導者位置，同時也是唯一進入領導者象限的 SaaS 管理雲廠商。

<p>Total number of employees 員工總數</p> <p>12,036 employees 人</p>	<p>Three software parks located in Shenzhen, Shanghai, and Beijing</p> <p>擁有位於深圳、上海和北京三個軟件園</p>	<p>Revenue RMB 營業額 人民幣</p> <p>4,865,769,000 元</p> <p>a year-on-year growth of 16.6% 同比增長 16.6%</p>	<p>No significant changes in organizational structure, ownership and supply chain compared to 2021</p> <p>組織架構、擁有權及供應鏈情況與 2021 年相比無重大變動</p>
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2.2 Aims and Objectives

Kingdee upholds the philosophy of "Customer-centered, Long-term Adherence to Professionalism; Strivers-oriented, Long-term Adherence to Pure and Visionary Mind" and takes "wholeheartedly serve enterprises and let the sun shine into every enterprise" as its mission, and "being the most trustworthy enterprise service platform" as its vision. We uphold the core values of "Acting in all Conscience, with Integrity and Righteousness" and are committed to becoming the world's leading cloud management and big data service company.

2.2 宗旨、目標

金蝶秉承「以客戶為中心，長期堅持專業主義；以奮鬥者為本，長期堅持明心淨心」的經營哲學，以「全心全意為企業服務，讓陽光照進每一個企業」為使命，以「做最值得託付的企業服務平台」為願景，恪守「致良知、走正道、行王道」的核心價值觀，致力於成為全球領先的管理雲 SaaS 公司和大數據服務公司。

2.3 Corporate Culture

Kingdee advocates "Culture of Conscience", "Culture of Innovation and Entrepreneurship" and "Culture of Sports".

Combining excellent Chinese traditional culture with corporate management practice, Kingdee advocates the core values of "Acting in all Conscience, with Integrity and Righteousness", and practices the Kingdee Philosophy of "Customer-centered, Long-term Adherence to Professionalism; Strivers-oriented, Long-term Adherence to Pure and Visionary Mind". Company-wide cultural consensus is enhanced by learning sessions for all employees and officers. We organize a learning session for cadres themed on IPD reform and user experience improvement every month and organize a learning session on business philosophy every six months to reinforce the customer-centric philosophy.

To encourage innovation, Kingdee has set up several awards, including the Innovation Award, to recognize excellent employees who have made outstanding contributions to innovations and quality improvement, reinforcing the Kingdee philosophy with an emphasis on innovation and quality.

Kingdee pays attention to employees' physical and mental health, actively promotes sports culture, and provides funds, venues, equipment and other necessary conveniences. Kingdee has set up 14 sports associations, covering soccer, basketball, table tennis, badminton, running, rowing and yoga, to encourage employees to actively take part in sports activities.

2.3 企業文化

金蝶倡導三大文化，包括良知文化、創新創業文化及運動文化。

金蝶將中華優秀傳統文化與企業管理實踐相結合，倡導「致良知、走正道、行王道」的核心價值觀，踐行「以客戶為中心、長期堅持專業主義，以奮鬥者為本、長期堅持明心淨心」的金蝶哲學，通過全員學習與幹部學習相結合的方式，增進全體員工的文化共識。每月開展以 IPD 變革和提升用戶體驗為主題的幹部學習會，每半年開展經營大會文化學習會，強化以客戶為中心的經營理念。

金蝶鼓勵創新，設立了包括創新獎等在內的多個獎項，表彰在創新突破和品質建設方面做出突出貢獻的優秀員工，強化精一創新、品質第一的金蝶創新哲學。

金蝶關注員工身心健康，積極倡導運動文化，在資金、場地、設備等方面提供全方位保障，設立了 14 個運動類協會，涵蓋足球、籃球、乒乓球、羽毛球、跑步、賽艇、瑜伽等多種運動，鼓勵員工積極參加各類體育運動。

Key Performance Indexes

關鍵績效

2022 年，開展幹部文化學習會 9 場，經營大會文化學習會 2 場，參與幹部 1,500 餘人次；開展面向新員工和幹部的文化培訓 19 場次，超 2,500 餘人參加。

In 2022, Kingdee conducted 9 learning sessions for cadres and 2 learning sessions on business philosophy, covering more than 1,500 cadres, and conducted 19 culture training sessions for new employees and cadres, covering more than 2,500 people.

2022 年，金蝶評選出各類優秀 400 餘項，超 2,000 人獲得各類部門級獎勵。

In 2022, Kingdee granted more than 400 awards for excellence, and over 2,000 people received various departmental-level awards.

2022 年，金蝶現有員工文體類協會 14 個，年活動參與超過 1.8 萬人次，折合運動里程超過 10.8 萬公里。

In 2022, Kingdee had 14 sports associations, and organized relevant activities for more than 18,000 participants, equivalent to mileage of over 108,000 kilometers.



Corporate Governance

企業管治



3 Corporate Governance

Adhering to the principles of "Customer-centered, Long-term Adherence to Professionalism; Strivers-oriented, Long-term Adherence to Pure and Visionary Mind", Kingdee integrates Kingdee Philosophy into its corporate development strategies, and roots "Acting with all conscience" in daily operations, in order to improve corporate governance and create long-term value for shareholders, customers, employees and other stakeholders.

3.1 ESG Governance

3.1.1 ESG Strategy and Governance

The Board of Directors has reinforced its oversight over ESG issues in accordance with the latest requirements of the *2022 Analysis of ESG Practice Disclosure of the Stock Exchange of Hong Kong*. The Board of Directors has been involved in researching ESG significant issues, reviewing the objectives of ESG-related important topics, determining the prioritization of ESG topics, regularly reviewing ESG key risks and making recommendations to address the capital market's concerns about Kingdee's ESG-related risks and opportunities, gradually establishing our own ESG management and disclosure system. At present, Kingdee's overall work responsibilities in ESG are set as follows.

ESG Work Levels ESG 工作層級	In Charge by 負責主體	Specific Responsibilities 具體職責
Board of Directors 董事會	Corporate Governance and Strategy Committee 企業管治及戰略委員會	Corporate Governance and Strategy Committee delegates authority to ESG Leadership Level to approve and oversee ESG-related matters 企業管治及戰略委員會授權 ESG 工作組領導層對 ESG 相關事務進行審批監督
ESG Leadership Level ESG 工作 領導層	Led by the CEO and composed of the vice presidents and leaders of branches/subsidiaries 由行政總裁牽頭，各副總裁及分 / 子公司領導人組成	Developing ESG strategy and prioritizing ESG matters 制定公司 ESG 戰略，確定 ESG 事項的優先順序
ESG Management Level ESG 工作 管理層	Middle management of each functional department and product business line 各職能部門、產品業務線中層管理人員	Deploying resources: Supporting the work of ESG Execution Level, such as setting ESG targets, defining plans, etc. 調配資源：支持 ESG 工作實踐層的工作，如設定 ESG 目標，制定計劃等 Overseeing implementation: Overseeing the implementation of ESG work; reporting ESG issues to ESG Leadership Level 監督執行：監督 ESG 工作的具體落實，向 ESG 工作領導層匯報 ESG 事宜
ESG Execution Level ESG 工作 實踐層	Personnel assigned to each functional department and product business line 各職能部門、產品業務線指派的負責人員	Implementing ESG practices 落實公司的 ESG 實踐

3 企業管治

金蝶堅守「以客戶為中心、長期堅持專業主義，以奮鬥者為本、長期堅持明心淨心」的行動原則，將金蝶哲學與企業發展戰略結合，將「致良知」根植於日常運營，致力於提升企業管治水平，為股東、客戶、員工等利益相關方創造長期價值。

3.1 ESG 管治

3.1.1 ESG 戰略與管治

金蝶根據香港聯合交易所《2022 年環境、社會及管治披露常規情況審閱》的最新要求，加強了董事會對於環境、社會及管理事宜的監管。董事會參與 ESG 重要性議題調研、審閱 ESG 重要議題的目標、優先順序判定、定期審閱 ESG 關鍵風險並提出建議，綜合資本市場對金蝶在 ESG 相關風險和機遇上的關注，逐步建立自身 ESG 管理和披露體系。目前金蝶在 ESG 的整體工作職責設置如下：

3.1.2 Stakeholder Communication and Engagement

3.1.2 利益相關方溝通與參與

<p>Kingdee employees: All employees working at Kingdee</p> <p>金蝶員工： 在金蝶工作的所有員工</p>	<p>Treat employees with sincerity, share their fate and grow with them. Actively work with employees to create wealth, provide employment opportunities, and ensure the Company's financial soundness, and increase employee engagement, such as encouraging employees to achieve intra-company entrepreneurship and implementing employee restricted stock incentive plans.</p> <p>真誠對待員工、與員工共命運、共同成長。與員工在創造財富、提供就業機會和確保公司財務穩健方面積極合作，提高員工參與度，如鼓勵員工實現企業內創業、實施員工限制性股票激勵計畫等。</p>
	<p>Topics of interest: Employee health and safety, training and development, compliance employment and equal rights, employee work-life balance</p> <p>關注議題：員工健康安全、培訓與發展、合規用工與平等權益、員工工作與生活平衡</p>
	<p>Kingdee has made available multiple communication channels to fully give employees the freedom to express their opinions.</p> <p>金蝶開通多種員工溝通渠道，充分給予員工發表意見的自由。</p> <p>Daily communication: Kingdee has developed a flat organizational structure where employees can communicate directly with management through online platforms such as CloudHub. Employees can also post their opinions in the Xinsheng Community, which is open and equal. In 2022, the Xinsheng Community received a total of 9,200 postings and 500+ pieces of effective suggestions on management, products or basic employee services.</p> <p>日常溝通：金蝶推行扁平化的組織架構，員工通過雲之家等線上平台可以和管理層進行直接對話。員工也可以在心聲社區，開放、平等的發佈意見帖子。2022年心聲社區累計收到發帖9,200個，收到關於管理思考、產品或員工基礎服務的有效建議500+條。</p> <p>Forum: We invite senior management to have face-to-face communication with employees, so that employees have the opportunity to communicate with senior management about their career development and senior management have the opportunity to gain an in-depth understanding of employee growth. In 2022, we organized 3 face-to-face communication forums in total.</p> <p>座談會：我們邀請公司高管與員工進行面對面溝通，給予員工與高級管理人員交流自身職業發展的機會，也給予高級管理人員深入了解員工成長的機會。2022年，共開展3期面對面座談會。</p>

<p>Suppliers, partners: Partners of Kingdee products and services; suppliers of production materials related to Kingdee business such as supplying cloud servers and electronic equipment for Kingdee</p> <p>供應商、合作夥伴: 金蝶產品和服務的夥伴；為金蝶供應雲端服務器、電子設備等與金蝶業務相關的生產材料供應商</p>	<p>Cooperate with suppliers and partners fairly and equitably, and work with suppliers and partners for mutual benefit and mutual success, so we grow bigger and stronger together. Improve the procurement model, eliminate corruption and bribery, create an orderly competition and reasonable quotation for suppliers' bidding environment, and protect the interests of suppliers. Treat partners fairly, create a healthy and orderly ecological chain system, and achieve common development.</p> <p>公正、公平地與供應商、合作夥伴合作，與供應商、合作夥伴互惠互贏，共同做大做強。完善採購模式，杜絕貪污賄賂，營造有序競爭、合理報價的供應商投標環境，保護供應商的利益。公平對待合作夥伴，創造健康、有序的生態鏈體系，實現共同發展。</p>
	<p>Topics of interest: Supplier ESG management, responsible marketing, customer rights protection, business ethics and integrity, cybersecurity privacy and data security</p> <p>關注議題：供應商 ESG 管理、責任營銷、客戶權益保障、商業道德與誠信、網路與數據隱私安全</p>
	<p>Daily communication: Kingdee has comprehensive and detailed customer service guidelines and a perfect system for the overall and each product line to listen to users and provide quality customer service; Kingdee organizes quarterly customer meetings to listen to users and gain insight into their use of Kingdee products, and communicates with shareholders and investors through the Cosmic Meeting and the Changemakers Meeting; customers can also directly put forward their needs or feedback through Xu Shaochun's personal WeChat public account.</p> <p>日常溝通：金蝶採購部門對於公開招標、供應商審核、供應商入庫、日常監督等都有一系列的完整流程，也會和供應商進行定期的溝通和需求了解；供應商夥伴也通過徐少春個人公眾號直接提出需求或反饋建議。</p>

<p>Investors: Existing shareholders of Kingdee and potential investors who are concerned about Kingdee's performance</p> <p>投資者: 金蝶現有股東及關注金蝶表現的潛在投資者</p>	<p>Openly face the shareholders and manage with them, so that the Company can grow healthily under the sun, thus maximizing the shareholders' investment returns. Actively strengthen the monitoring function of shareholders, especially minority shareholders, to ensure that the Company's operation does not harm the interests of minority shareholders. Pay attention to investor relations, increase the transparency of the Company's operation information, and respond quickly to issues raised by shareholders.</p> <p>公開面對股東，與股東共管理，使公司在陽光下健康成長，從而實現股東的投資收益最大化。積極加強股東，特別是中小股東的監督功能，確保公司經營不損害中小股東利益。重視投資者關係、增加公司經營信息的透明度，快速回應股東提出的問題。</p>
	<p>Topics of interest: Compliance employment and equal rights, training and development, responsibility culture building, good corporate governance, multi-partnership and ecosystem, climate change response, clean technology opportunities</p> <p>關注議題：合規用工與平等權益、培訓與發展、責任文化建設、良好企業管治、多方合作與生態體系、應對氣候變化、清潔技術機遇</p>

	<p>Daily communication: The Investor Relations Department, as the daily contact department with investors, communicates through various means such as regular financial reports, organizing shareholder meetings, holding roadshows, and Xu Shaochun's personal WeChat public account; and on a quarterly basis, it sends investors the "Investor Online Chronology", including company news, important contract signings, attendance in public strategy sessions and summary of securities firms' reports.</p> <p>日常溝通：投資者關係部作為與投資者的日常聯繫部門，通過定期發佈財務報告、組織股東大會、舉辦路演、徐少春個人公眾號等多種途徑進行溝通；每季度向投資者發送「投資者連線大事記」，包括公司新聞、重要客戶簽約、公開交流策略會參與情況、券商報告匯總等。</p> <p>Connecting with clients: Kingdee has inaugurated the "Cosmic Meeting" and the "Changemakers Meeting" to bring investors to its customers to know about their use of Kingdee products and feedback. Hundreds of investors attended the conference online and more than 50 investors signed up for the conference offline (due to access control, 12 investors were actually present in person).</p> <p>連接客戶：創辦「蒼穹大會」和「創見者大會」，組織投資者走進客戶，了解金蝶客戶使用金蝶產品的情況和反饋。數百位投資者線上參加會議，超過 50 名投資者報名線下參加會議，受出入管控的影響，實際到場 12 名。</p> <p>Significant event reporting: Two "results conferences" are held each year, with unrestricted access for minority shareholders to gain access to results interpretation and opportunities to interact with senior management. This allows shareholders to gain a deeper understanding of the Company's development strategy and market landscape, and the development and planning of each business line.</p> <p>重大事項匯報：每年度開展 2 次「業績發佈會」，中小股東可不受限制參加業績發佈會，獲取業績解讀和高管連線機會。讓各股東對公司的發展戰略、在宏觀市場的佈局、各業務線的發展和規劃有更加深入的了解。</p>
<p>Product users: Users who purchase and use Kingdee products and services</p> <p>產品用戶： 購買使用金蝶產品及服務的用戶</p>	<p>Customer first, achieve win-win situation with customers. Increase investments in R&D and services to improve the quality of products and services. Improve technical support and complaint handling system, listen more to customers' opinions and help them succeed.</p> <p>客戶至上，與客戶實現雙贏。加大研發及服務投入，提高產品及服務的質量。完善技術支持和投訴處理體系，更多地聆聽客戶的意見，幫助客戶成功。</p> <p>Topics of interest: Compliance employment and equal rights, customer rights protection, responsibility culture building, cybersecurity privacy and data security</p> <p>關注議題：合規用工與平等權益、客戶權益保障、責任文化建設、網路與數據隱私安全</p>

	<p>Daily communication: Kingdee has comprehensive and detailed customer service guidelines and a perfect system for the overall and each product line to listen to users and provide quality customer service; Kingdee organizes quarterly customer meetings to listen to users and gain insight into their use of Kingdee products, and communicates with shareholders and investors through the "Cosmic Meeting" and the "Changemakers Meeting"; customers can also directly put forward their needs or feedback through Xu Shaochun's personal WeChat public account.</p> <p>日常溝通：金蝶總體及各產品線都有全面及詳細的客戶服務指引和完善的體系，提供優質的客戶服務；每季度組織「客戶大會」，聆聽用戶的心聲，深入了解客戶使用金蝶產品情況；通過「蒼穹大會」和「創見者大會」，直接向股東和投資者反饋意見；客戶也可通過徐少春個人公眾號直接提出需求或反饋建議。</p>
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<p>Supervision and management institutions, external intermediaries: Social institutions that have various (non-supplier) cooperation relationships with Kingdee, including but not limited to government departments, public welfare organizations, research institutes, etc.</p> <p>監督管理機構、外部中介機構：與金蝶有各類（非供應商）合作關係的社會機構，包括但不限於政府部門、公益組織、科研院所等</p>	<p>Compliance management and acceptance of supervision. Compliance management such as information disclosure and connected transactions in accordance with relevant laws and regulations to continuously improve the company's corporate governance.</p> <p>合規管理企業，接受各方監督。按照相關法律法規進行信息披露、關連交易等合規化管理，持續提高公司企業管治水平。</p> <p>Topics of interest: Business ethics and integrity, good corporate governance, community contribution and charity, cybersecurity privacy and data security, technology innovation, waste management, energy and resource use management</p> <p>關注議題：商業道德與誠信、良好企業管治、社區貢獻與公益慈善、網路與數據隱私安全、技術創新、廢棄物管理、能源和資源的使用管理</p> <p>Daily communication: Increase communication links with various intermediaries and actively participate in training, lectures or seminars by external institutions to understand comprehensively and clearly the requirements issued by regulators from time to time through multiple channels. Be committed to improving the Company's internal corporate governance by promulgating systems related to connected transactions, insider trading, board diversity, etc. Combine the opinions of external professional advisors from various parties to provide professional compliance advice to the Company to ensure that the Company operates in a legal and compliant manner.</p> <p>日常溝通：加大與各方中介機構的溝通聯繫，積極參與外部機構的培訓、講座或座談會，多渠道全面地、清晰地理解監管機構不時頒發的要求。通過頒佈與關連交易、內幕交易、董事會多元化等相關制度，致力於提高公司內部企業管治水平。結合各方外部專業顧問的意見，為公司提供專業的合規意見，確保公司合法合規經營。</p>
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3.1.3 Significance Issue Identification

As we attach importance to the views and expectations of our stakeholders, we have conducted a materiality assessment based on the *Environmental, Social and Governance Reporting Guidelines of the Stock Exchange of Hong Kong* through an extensive survey, and have ranked the ESG materiality issues that integrate stakeholders such as the government, shareholders, employees and customers, as an important reference for this year's ESG report and disclosure.

The following 19 ESG issues have been systematically identified based on the Group's sustainability priorities and stakeholder concerns. Issues of higher importance are located in the top right corner of the matrix, while those of lower importance are located in the bottom left corner. We focus on the performance of the corresponding issues and communicate with stakeholders on an ongoing basis.

3.1.3 重要性議題識別

我們重視各利益相關方的意見與期望，以香港聯交所《環境、社會及管治報告指引》為依據，通過廣泛調查問卷形式開展重大性評估，得出融合政府、股東、員工、客戶等利益相關方的 ESG 重大性議題排序，作為本年度 ESG 報告披露的重要參考。

根據集團可持續發展重要事項，結合利益相關方的關注焦點，我們系統梳理出下列 19 項 ESG 議題。重要性程度較高的議題位於矩陣的右上角，而重要性程度較低的議題則位於左下角。我們重點關注相應議題的表現，持續與利益相關方溝通。

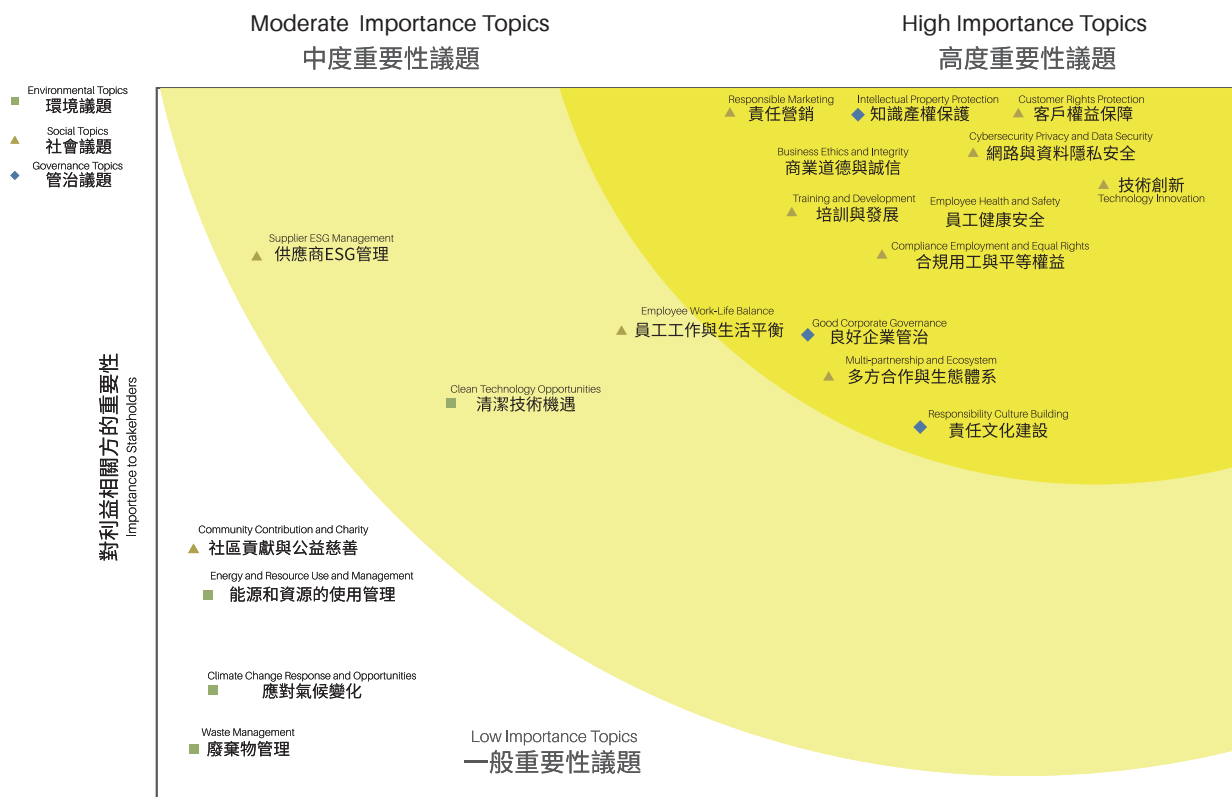


Figure: Kingdee Sustainability Importance Issues Matrix

圖：金蝶可持續發展重要性議題矩陣

Topic Scopes 議題範疇	Topic 議題	Significance 重要性
Social Topics 社會議題	Cybersecurity Privacy and Data Security 網路與數據隱私安全	High Importance 高度重要
Social Topics 社會議題	Customer Rights Protection 客戶權益保障	High Importance 高度重要
Social Topics 社會議題	Technology Innovation 技術創新	High Importance 高度重要
Governance Topics 管治議題	Intellectual Property Protection 知識產權保護	High Importance 高度重要
Governance Topics 管治議題	Business Ethics and Integrity 商業道德與誠信	High Importance 高度重要
Social Topics 社會議題	Employee Health and Safety 員工健康安全	High Importance 高度重要
Social Topics 社會議題	Responsible Marketing 責任營銷	High Importance 高度重要
Social Topics 社會議題	Training and Development 培訓與發展	High Importance 高度重要
Social Topics 社會議題	Compliance Employment and Equal Rights 合規用工與平等權益	High Importance 高度重要
Governance Topics 管治議題	Good Corporate Governance 良好企業管治	High Importance 高度重要
Social Topics 社會議題	Multi-partnership and Ecosystem 多方合作與生態體系	High Importance 高度重要
Governance Topics 管治議題	Responsibility Culture Building 責任文化建設	High Importance 高度重要
Social Topics 社會議題	Employee Work-Life Balance 員工工作與生活平衡	Moderate Importance 中度重要
Environment Topics 環境議題	Clean Technology Opportunities 清潔技術機遇	Moderate Importance 中度重要
Social Topics 社會議題	Supplier ESG Management 供應商 ESG 管理	Moderate Importance 中度重要
Environment Topics 環境議題	Energy and Resource Use and Management 能源和資源的使用管理	Low Importance 一般重要
Social Topics 社會議題	Community Contribution and Charity 社區貢獻與公益慈善	Low Importance 一般重要
Environment Topics 環境議題	Climate Change Response 應對氣候變化	Low Importance 一般重要
Environment Topics 環境議題	Waste Management 廢棄物管理	Low Importance 一般重要

3.2 Board Diversity Policy

Kingdee's non-executive directors provide the Board with a wealth of industry experience and expertise. The Company's independent non-executive directors make up more than 40% of the Board of Directors (of the current Board members, two are executive directors, two are non-executive directors and three are independent non-executive directors) to protect the interests of shareholders and the Company.

Kingdee values the diversity of its Board of Directors and in August 2013, the Company established the "Board Diversity Policy". Kingdee focuses on a number of diversity factors, including but not limited to skills, knowledge, experience, gender and background. The current Board of Directors includes two female directors with a wide range of industry experience, including IT, business management, manufacturing, education, financial services and smart manufacturing, and multi-disciplinary expertise in IT, marketing, human resources, finance, taxation, corporate governance, risk management, etc.

The Board has four committees, namely the Audit Committee, the Remuneration Committee, the Nomination Committee and the Corporate Governance and Strategy Committee, of which the Audit Committee and the Remuneration Committee are chaired by independent non-executive directors. In 2022, the Board authorized the Corporate Governance and Strategy Committee to oversee ESG matters of the Company.

The Corporate Governance and Strategy Committee oversees and regularly reviews the implementation and effectiveness of anti-corruption and business ethics related policies on behalf of the Company and coordinates the management of business ethics and anti-corruption matters. In addition, the Audit Committee coordinates annual internal and external audit on financial data of the Company, covering all areas of the Company's operations.

3.2 董事會結構多元化政策

金蝶非執行董事使董事會具備了豐富的行業經驗和專業能力。公司的獨立非執行董事佔公司董事會人數的40%以上（現任董事會成員中，執行董事2名，非執行董事2名，獨立非執行董事3人），以保障股東及公司的利益。

金蝶重視董事會成員的多元化組成，2013年8月公司制定了董事會多元化政策。金蝶關注多項多元化因素，包括但不限於技能、知識、經驗、性別及背景。現任董事中包含2名女性董事，成員具備豐富的不同行業經驗，包括IT、企業管理、製造業、教育、金融服務、智能製造，及多領域的專業能力，包括IT、市場營銷、人力資源、財務、稅務、企業管理、風險管理等。

董事會下設審核委員會、薪酬委員會、提名委員會、企業管治及戰略委員會4個委員會，其中審核委員會和薪酬委員會主席由獨立非執行董事擔任。2022年董事會授權企業管治及戰略委員會監督公司ESG事宜。

企業管治及戰略委員會代表公司對反舞弊、商業道德相關政策的執行情況與有效性進行監督和定期審核，並統籌商業道德及反舞弊事物的管理。此外，集團審核委員會統籌公司年度內外部審計審核工作，審核涵蓋財務數據，覆蓋公司所有營運範圍。

Key Performance Indexes

關鍵指標

Independent non-executive directors made up more than 40% of the Board of Directors, and none of the independent non-executive directors had served for more than nine years, maintaining their independence.

董事會獨立非執行董事成員佔比大於40%，且全體獨立非執行董事履職時間均未超過9年，確保獨立非執行董事的獨立性。

The proportion of female directors reached 28.6% in 2022, increasing year on year.

女性董事佔比逐年增加，2022年達到28.6%。

The Corporate Governance and Strategy Committee was mandated to oversee ESG affairs of the Group in 2022.

2022年企業管治及戰略委員會獲授權監督金蝶集團ESG事務。

3.3 Kingdee Philosophy

Kingdee actively learns from excellent Chinese traditional culture, and with the core values of "Acting in all Conscience, with Integrity and Righteousness", builds up Kingdee Philosophy of "Customer-centered, Long-term Adherence to Professionalism; Strivers-oriented, Long-term Adherence to Pure and Visionary Mind", which has been continuously upgraded in line with its development. In 2022, we launched a company-wide discussion on the building of Kingdee Philosophy 4.0, with over 10,000 employees participating, outputting over 5,000 pieces of opinions on revision and over 500 cases. Through such company-wide discussion, Kingdee has clearly specified the guidelines for handling the relationships with eight stakeholders, namely, customers, employees, partners, shareholders, peers, the government, the environment and the public.

In terms of "Customer-centered", the upgraded Kingdee Philosophy 4.0 clearly defines the code of conduct for employees in the value chain and business scenarios in five areas, including better products, better ecosystem, better implementation, better service and better reputation. In terms of "Strivers-oriented", it sets out the code of conduct that human resources managers should follow in six areas: recruitment, cultivation, performance, motivation, care and collaboration.

After the release of Kingdee Philosophy 4.0, the Company has promoted it through online and offline learning sessions, so that employees can better understand and practice the Kingdee Philosophy, and be customer-centered and help customers succeed.

3.4 Business Ethics

Kingdee attaches great importance to the construction of professional ethics and integrity within the Company, creating a corporate atmosphere of honesty and trustworthiness, actively establishing a monitoring mechanism, carrying out regular audits, and focusing on the cultivation of a culture of integrity to create a healthy management model. We conduct multiple integrity-related audits each year, and in 2022, we conducted four special audits on outsourcing, procurement, entertainment expenses and significant expenses.

3.3 金蝶哲學

金蝶積極學習中華優秀傳統文化，基於「致良知 走正道 行王道」的企業價值觀，構建了以「以客戶為中心、長期堅持專業主義，以奮鬥者為本、長期堅持明心淨心」的金蝶哲學，並結合公司發展不斷進行迭代升級。2022年，開展金蝶哲學4.0建設全員大討論，超過1萬名員工參與，輸出修訂意見超5,000條，案例超500個。通過全員共商共建，明確規定了金蝶在處理與客戶、員工、夥伴、股東、同行、政府、環境、公眾等八大利益相關者關係時奉行的準則。

升級後的金蝶哲學4.0，在以客戶為中心方面，明確了在更好的產品、更好的生態、更好的交付、更好的服務和更好的口碑等五個方面，落地在價值鏈和業務場景的員工行為準則；在以奮鬥者為本方面，規定了公司人力資源管理者和幹部，圍繞員工招聘、培養、績效、激勵、關懷和協同六個方面，應該遵循的行為準則。

金蝶哲學4.0發佈後，公司通過線上線下學習等方式，加強哲學宣導，使員工更好地理解 and 踐行金蝶哲學，做到以客戶為中心，幫助客戶成功。

3.4 商業道德

金蝶高度重視企業內部的職業道德與廉潔建設，營造誠實守信的企業氛圍，積極建立監督機制，定時開展審計行動，並注重廉潔風氣的培養，營造健康管理模式。我們每年均開展多次廉潔相關的審計，2022年針對項目外包環節、採購環節、招待費用、重點費用領域進行了四次專項審計。

3.4.1 System and Organizational Assurance

When there are significant changes in the Company's business or when audits reveal new problems, we will review our internal business ethics-related systems and make necessary updates to ensure the effectiveness of our business ethics management system. In order to facilitate the implementation of the Kingdee Disciplinary Regulations with respect to "employees setting up companies or taking up part-time jobs without authorization, or failure to report information that should have been reported to the Company for approval", we have formulated the Guidelines on Reporting Special Matters of Conflict of Interest and the Guidelines on Reporting Matters of Part-time Jobs in Government and Social Organizations. The two Guidelines set out the requirements and procedures for reporting special matters such as an employee's investment in or office holding at an external company and other special matters that may constitute a conflict of interest, as well as special matters such as an employee's relatives within Kingdee, an employee's relative's employment involving a conflict of interest or horizontal competition, and an employee's part-time employment or teaching in a government, institution or other social organizations.

The Company's management attaches particular importance to risk control and anti-corruption management. The Company has clearly defined that the CEO's office meeting is the top decision-making level for risk control and anti-corruption management and the Audit Department takes the lead in carrying out the risk control and anti-corruption management and building the management structure of the Company's core business ethics. We have established regular proactive reporting and filing mechanism, conduct special audit inspections for key risky businesses every year to prevent irregularities and frauds from occurring by taking dual measures of active audit inspection and passive information collection. We continue to strengthen in-depth communication with our peers. As a member of the decision-making committee of the Sunshine Integrity Alliance and a member of the Corporate Anti-Corruption Alliance, we share effective resources with other members and work together to enhance our anti-corruption capabilities.

3.4.2 Anti-corruption Management

For dealing with reported incidents, Kingdee has a well-established process for handling them.

Kingdee strengthens the investigation and punishment of internal violations. For violations that harm the interests of Kingdee, the offending employees will be warned, circulated a notice of criticism, dismissed or subject to other punishments according to the national regulations *Criminal Law of the People's Republic of China* and the *Company's Kingdee Code of Business Conduct, Labor Contract, Kingdee Disciplinary Regulations* and other related management systems.

3.4.1 制度與組織保障

在公司業務有重大變更，或審計發現新的問題點時，我們會審視內部的商業道德相關制度，並做必要的更新，以確保商業道德管理體系的有效性。為配合《金蝶紀律處分條例》關於「員工未經授權私設公司或兼職、未向公司報批應當報批之信息」紀律執行，我們制定了《關於利益衝突特殊事項申報指引》《關於政府及社會團體組織兼職事項申報指引》兩份指引性制度。兩份指引分別規定了員工本人參股外部公司或任職及其他可能構成利益衝突的特殊事項，以及員工在金蝶系組織內親屬關係、員工親屬涉及利益衝突或同業競爭任職事項、員工在政府、院校或其他社會團體兼職或授課等特殊事項的申報要求和操作流程。

公司管理層尤其重視風險管控與反舞弊管理工作。內部確立以 CEO 辦公會作為風控和反舞弊管理工作的最高決策層，審計部作為牽頭部門主導風控管理和反舞弊工作的開展及構建公司核心商業道德的管理架構；公司還建立了常態化的主動報備機制，每年針對重點風險業務開展專項審計檢查，以主動審計檢查加被動信息收集的雙重並舉措施防範違規、舞弊行為的發生。外部持續加強行業深度交流，公司作為陽光誠信聯盟決策委員會成員單位和企業反舞弊聯盟會員單位，與其他會員共用有效資源、共同提升反舞弊能力。

3.4.2 反舞弊管理

對於處理舉報事件，金蝶有一套完善的處理流程：

金蝶加強對內部違法違規行為的查處，對於損害金蝶利益的違規行為，根據國家法規《中華人民共和國刑法》及公司《金蝶商業行為準則》《勞動合同》《金蝶紀律處分條例》等相關管理制度，對違規員工予以警告、通報批評、開除等處分。

Reporting and acceptance:

The Company is open to public scrutiny by publishing a whistle-blowing hotline and a *Statement of Protection* on the website of the Community. The Company authorizes the Audit Department as the sole department in charge of investigating irregularities and frauds, and this department directly reports to the CEO of the Company, which ensures the independence and objectivity of reporting acceptance and investigation from the perspective of the governance structure. The Company also encourages any informed person to report to the Company on any discovered violation of rules or regulations; such reports can be real-name reports or anonymous reports; for real-name reports, the Company will reply to the whistle-blower with 24 hours regarding the acceptance; for anonymous reports, the Company will reply to the whistle-blower within 3 working days regarding the acceptance. The Company treats whistle-blowers and reporting clues with strict confidentiality procedures, strictly prohibits the leakage of reporting information and whistle-blower information, and strictly punishes those who threaten or retaliate against whistle-blowers; in serious cases, the threatening or retaliating person will be handed over to the police; this effectively protects whistle-blowers.

The *Kingdee Disciplinary Regulations* clearly specify that if a report is verified and recovers economic losses for the Company, the Company will, according to the nature of the incident, the impact degree and the whistle-blower's cooperation, give the whistle-blower cash rewards. The Regulations also strictly state that "the department and the person to which or whom the reporting is made shall keep strictly confidential whistle-blower information and reporting information".

Incident investigation:

After establishing an investigation into the incident, the executive investigation team will lead the execution of data inspection, personnel interviews and other investigation procedures, coordinate with the Company's legal department, information security department and other support when necessary, and after obtaining relevant evidence of fraud, communicate with the personnel involved to confirm the facts of fraud.

Incident handling:

After the investigation of the incident is completed, the Company issues an investigation report and prepares handling opinions according to the *Kingdee Disciplinary Regulations* and other system regulations, which are approved by the group management. The business management department corresponding to the fraudulent personnel is responsible for implementing the handling decision, and the Audit Department will also continuously monitor the implementation of the handling decision.

舉報與受理:

公司在社區網站對外公開舉報電話和《保護聲明》，主動接受公共監督。公司授權審計部為唯一從事違規違紀、舞弊行為調查的專職部門，直接向公司 CEO 匯報，從治理結構上保障了舉報受理和調查工作的獨立性與客觀性。公司鼓勵任何知情人員向公司舉報發現的違紀、違規行為，接受實名舉報及匿名舉報方式，對於實名舉報，公司在 24 小時之內向舉報人答復受理情況；對於匿名舉報，公司在 3 個工作日內向舉報人答復受理情況。公司對舉報人和舉報線索設有嚴格保密程序，嚴禁對舉報信息及舉報人信息的洩漏，對威脅、報復舉報人的行為予以嚴懲，性質嚴重者移送公安機關處理，切實保護舉報人。

在《金蝶紀律處分條例》明確載明，對於經查實並為公司挽回經濟損失的舉報事件，根據事件的性質、影響程度及舉報者配合情況，給予現金獎勵。條例中亦嚴格申明「舉報受理部門及舉報受理人對舉報人信息和舉報材料，應予以嚴格保密」。

事件調查:

在對事件進行立項調查後，由執行調查小組主導執行資料檢查、人員訪談等調查程序，在必要時協調公司法律部門、信息安全部門等支持，取得相關舞弊證據後，與涉事人員溝通確認舞弊事實。

事件處理:

我們在事件調查結束後出具調查報告，並根據《金蝶紀律處分條例》及其他制度規定擬定處理意見，並經由集團管理層審批。舞弊人員對應的業務管理部門負責執行處理決定，審計部也將持續監督處理決定的執行。

In order to ensure fairness and impartiality, relevant personnel who have objections can appeal to the Human Resources Department or the Kingdee Employee Committee regarding the Company's punishment decision, etc. After the investigation of the incident is completed, we will make a formal public announcement of the results of the treatment, which will serve as a warning to the whole group while enhancing the transparency of the handling of the incident. In 2022, on the basis of the comprehensive internal audit information management system built last year, the Company optimized and upgraded the system for sounder system functions and smarter data analysis and processing in consideration of new audit management requirements, which has greatly enhanced the usability of the system and provided information support for performing audits.

In 2022, Kingdee investigated, and punished 73 employees at the headquarters and branches and subsidiaries as well as 6 partners for serious violations involving conflict of interest, financial regulations, outsourcing, falsification, and encroachment on trade secrets, etc. In this way, we defended Kingdee's anti-corruption principles.

3.4.3 Conducting Anti-corruption Training

In terms of integrity management, Kingdee not only strengthens the system, but also creates a culture by promoting the "Acting in all Conscience" culture and integrity education internally to strengthen the overall internal control atmosphere and let the sun shine into the heart of every employee.

The *Kingdee Disciplinary Regulations* and the *Kingdee Trade Secrets Management Measures* are the bottom line ethics for every Kingdee employee. The relevant learning courses have been uploaded on the "Kingdee Cloud Classroom" platform and are compulsory for all Kingdee employees. Every employee must complete the courses and pass the assessment with a perfect score. In 2022, the courses covered 100% of employees.

In respect of updates to the *Kingdee Disciplinary Regulations*, typical non-compliance and fraud cases, and integrity promotion, etc., in 2022, we conducted 13 anti-corruption training sessions for branches, with a total duration of 13 hours and covering more than 1,700 people. We had the management summarize fraud cases for the audit year which lasted for 1 hour.

為確保公平公正，相關人員如有異議，可以就公司處罰決定等向人力資源部或金蝶員工委員會申訴。事件調查結束後，我們會將處理結果進行正式發文公示，在全集團範圍內起到警示作用的同時，提升事件處理透明度。2022年，公司在去年構建的全面的內部審計信息化管理系統的基礎上，結合新的審計項目管理需求，對系統功能的完備性、數據分析處理的智能化進行了優化和升級，較大地提升了系統的可用性，為審計項目的開展提供了信息化支撐。

2022年，金蝶嚴肅處理利益衝突、財經違紀、違規外包、弄虛作假、侵犯商業秘密等嚴重違紀行為，累計查處總部及分子公司違規舞弊員工73人、夥伴6家，嚴肅捍衛金蝶底線。

3.4.3 開展反舞弊培訓

在廉潔管理上，金蝶既加強制度，亦營造文化，在內部推廣「致良知」文化及廉潔教育，鞏固整體內控氛圍，讓陽光照進每一位員工的心裏。

《金蝶紀律處分條例》《金蝶商業秘密管理辦法》是每一位金蝶員工的道德底線。相關學習課程上傳在「金蝶雲課堂」平台上，作為全體金蝶員工必修課程，每位員工必須完成學習並考核滿分為通過，2022年學習覆蓋率達到100%。

針對《金蝶紀律處分條例》更新部分、違規舞弊典型案例、廉潔宣導等內容，2022年，開展了面向分公司的反舞弊培訓13場，培訓時長合計13小時，覆蓋人數1,700餘人；面向管理層的「審計年度舞弊案件」總結宣導，時長合計1小時。

Key Performance Indexes 關鍵績效

Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period: 0

於報告期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目 0 件

Duration of anti-corruption training: 6,507 hours

反舞弊培訓時長 6,507 小時

Number of trainees covered by anti-corruption training: 4,285 people

反舞弊培訓人數 4,285 人

Duration of training for management and board members: 9 hours

董事及高管培訓時長 9 小時

3.4.4 Supply Chain Anti-corruption Management

Kingdee attaches great importance to procurement and supply chain management, complies with the *Bidding Law of the People's Republic of China* to ensure fairness in the supplier selection process, and has formulated relevant internal regulations such as the *Kingdee Supplier Management Rules*, the *Kingdee Bidding Management Rules*, and the *Kingdee Procurement Management System* to standardize supervision and management of the supply chain. The Company utilizes an online procurement and bidding platform to close the loop of control over supplier business information and reduce offline activities to maintain fairness and impartiality in bid evaluation. In December 2022, the Company conducted a special audit on the IT procurement process. The audit focused on compliance in IT procurement, verifying the IT procurement process management, contract management and risk of non-compliance and fraud, assessing whether there was internal control weakness and risk of non-compliance and fraud, and providing audit recommendations in response to the issues and risks identified by the audit and urging the responsible departments to improve management. In 2022, no non-compliance and fraud incidents were identified. We will also carry out special audits on key expenditures from time to time in the future.

The Company attaches great importance to the integrity management of suppliers. Employees must strictly abide by procurement management requirements in procurement activities, and we punish the behavior that violates the Company's procurement management system and causes losses or negative impacts to the Company according to relevant systems and disciplinary regulations. The Company takes the signing of the Letter

3.4.4 供應鏈反舞弊管理

金蝶高度重視採購及供應鏈管理，遵守《中華人民共和國招標投標法》，嚴格把控供應商選擇流程的公正性，同時制定《金蝶供應商管理細則》《金蝶招標管理細則》《金蝶採購管理制度》等內部相關制度，規範供應鏈監督管理。公司利用線上招採平台，對供應商業務信息進行閉環管控，減少線下活動，使公司評標公平公正。2022 年 12 月，公司開展對 IT 採購環節的專項審計項目。本次審計以檢查 IT 採購合規性為主，對 IT 採購流程管理、合同規範管理及違規舞弊風險進行核查，評估是否存在內控管理漏洞和違規舞弊風險，並針對審計發現的問題及風險，提供審計建議，督促責任部門管理改善。2022 年，未發現違規舞弊事項。後期我們也將不定期開展針對重點支出項的專項審計工作。


公司十分重視供應商的廉潔管理，員工必須嚴格遵守採購管理要求開展採購活動，對違反公司採購管理制度並給公司造成損失或影響的行為，依據相關制度及紀律處分條例進行處罰。公司將陽光合作承諾書簽署作為供應商准入的必要條件，要求所

of Undertaking for Integrity as a necessary condition for supplier access and requires all suppliers to sign the Commitment to Anti-Corruption Cooperation in writing and affix their official seals thereto.

Prior to the Mid-Autumn Festival and the National Day, the Company sent an official letter to all suppliers and partners on "integrity in celebrating the festivals" to remind all suppliers and partners to maintain integrity in cooperation, and provided a complaint and reporting channel and contact details to actively accept supervision.

有供應商以書面形式簽署《陽光合作承諾書》，並加蓋供應商公司公章。

在中秋節、國慶節雙節之前，公司向所有供應商和合作夥伴發送了關於「陽光合作歡度雙節」的公函，以提示所有供應商和合作夥伴保持廉潔合作，並提供了投訴舉報渠道和聯繫方式，主動接受監督。



阳光合作承诺书

致：金蝶软件（中国）有限公司（以下简称“金蝶”）

为营造健康商业环境和建立正常商业合作关系，杜绝不正当竞争和不廉洁行为，我公司在此郑重向贵司做出如下承诺：

一、承诺严格遵守及确保己方人员严格遵守以下阳光合作条款（包括但不限于）：

（1）严禁商业贿赂：己方及己方人员不得向金蝶人员或其亲属提供任何形式的回扣、现金、实物、证券、礼券等有价物品或餐饮招待、休闲娱乐、旅游消费、子女上学便利、请吃请托等其他可能影响职务行为公正履行的活动；

（2）严禁行贿及其他：己方及己方人员不得接受金蝶人员要求配合或协助进行各种形式的行贿（包括但不限于提供回扣、现金、实物、证券、礼券等有价物品）、不当利益输送在内违法行为的请求；

（3）利益冲突及其他披露：己方在与金蝶开展合作前，如出现以下任何情形之一，须在投标前，主动以书面方式向金蝶完整、如实披露相关信息；若在与金蝶合作过程中，出现以下任何情形之一的，须在相关情形发生后 10 天内，以书面方式向金蝶完整、如实披露相关信息：

① 金蝶在职员工或其亲属于己方公司或其关联单位处直接或变相持股（注：但公开市场股票投资不在前述限制）、控制、任职、兼职、借贷资金或获取其它利益的情况；

② 金蝶离职员工或其亲属于己方公司或其关联单位处直接或变相持股（注：公开市场股票投资不属于己方协议披露义务）、控制、任职或兼职的情况；

③ 己方法定代表人、股东、实际业务控制人、对接人两年内以其他公司名义参与金蝶业务合作的情况。

（4）严禁串标围标：在金蝶业务范围内，己方及己方人员应拒绝金蝶员工授意配合进行串标或围标等违规违法操作的请求；己方及己方员工不得串谋其他单位，在金蝶业务中进行串标或围标等违规违法操作；

（5）严禁资金往来：己方（含关联单位）或己方人员不得在任何情况下向金蝶人员或其亲属提供资金借贷。

二、己方在与金蝶开展合作前或者实际控制人变更的，有责任向金蝶披露己方实际控制人信息，包括但不限于姓名、身份证号等信息。

三、己方有责任接受金蝶对己方在合作期间阳光合作协议执行情况的监督，并对

Picture: Letter of Commitment to
Anti-Corruption Cooperation
圖：《陽光合作承諾書》



Customer Centricity

以客戶為中心



4 Customer Centricity and Long-term Professionalism

Fulfilling business owners' aspiration for growth is what we strive for. Adhering to professionalism, we help businesses grow through advanced information technology and solutions, leading our customers with our expertise, helping them succeed and sharing the future with them. We strive for better ecosystem, better products, better implementation, better service and better reputation.

4 以客戶為中心 長期堅持專業主義

企業經營者對成長的渴望，是我們的奮鬥目標。我們將專業主義融入血液，通過先進的信息技術和解決方案幫助企業成長，用專業引領客戶、成就客戶，與客戶成為命運共同體。打造更好的生態，為客戶提供更好的產品、更好的交付、更好的服務，獲得更好的口碑。



4.1 Better Products

Kingdee has always maintained strict product quality control and made technological innovation the number one lifeblood of our brand. We actively protect our own and others' intellectual property rights, focus on effective quality control in information security, privacy security and other aspects, and provide valuable professional services. In 2022, we focus on developing innovative products, obtain new patents, and continue to improve our system for customer success and customer rights protection to earn their long-term trust in us.

We continue to upgrade our technology to bring our customers quality products and become a trusted company. In 2022, we released the latest Kingdee Cloud Galaxy V8.1, which includes 5 financial and tax applications, 10 smart manufacturing applications, 4 omni-channel applications, 4 data services and 8 experience optimizations, so that multiple business transactions can be processed centrally, significantly improving management efficiency and achieving cost control for customers.

Since 2020, Kingdee and Huawei have worked together to build an HR operations transformation software terminal (HRIT), helping Huawei replace its core HR systems with domestic ones, build modern HR service capabilities and archive smart HR management. In the process, Kingdee combined Huawei's HR practices with innovative HR management theories, and released the "Constellation s-HR Cloud" for large enterprises in 2022. This provides rapid and batch implementation capabilities and lays a solid foundation for Kingdee to further provide professional HR digital transformation services to more large Chinese enterprises.

4.1.1 Product Deployment

Table: Kingdee's cloud products

表：金蝶雲產品

<p>s-HR Cloud 人力雲</p>	<p>Based on Huawei's global HR management best practices, we use Kingdee Cloud Cosmic, a composable enterprise PaaS platform, to technologically help Huawei and other large enterprises build flexible and agile organizations. Based on business scenario of HR services, it allows enterprises to solve the problem of separation between HR management and business management, helping large enterprises achieve resilience in HR management in all aspects.</p> <p>基於華為全球人力資源管理最佳實踐，以可組裝企業級 PaaS 平台金蝶雲·蒼穹為技術底座，幫助華為等大型企業構建柔性、敏捷的組織。從 HR 服務的業務場景出發，讓企業擺脫「人力資源和業務是兩張皮」的現狀，全方面幫助大企業實現 HR 領域的企業營運韌性。</p>
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4.1 更好的產品

金蝶始終將產品質量控制在高水平，將技術創新作為品牌第一生命力。我們積極保護自身與他人的知識產權，注重管理信息安全與隱私等各個環節的質量水平，提供有價值的專業服務。2022 年，我們重點開發創新產品，獲得專利持續增加，繼續完善客戶成功與權益保障體系，贏取客戶對我們的長期信任。

我們不斷升級技術，為客戶帶來優質的產品，成為客戶信賴的企業。2022 年，我們發佈金蝶雲·星空最新 V8.1 版，包含 5 大財稅應用、10 大智造應用、4 大全渠道應用、4 大數據服務及 8 大體驗優化，使得多項業務可集中處理，大幅提升客戶管理效率，實現成本管控。

自 2020 年，金蝶與華為合作共建了人力資源運營變革軟件端建設 (HRIT) 項目，幫助華為對核心人力資源系統進行了國產化替代，打造現代化的 HR 服務能力，幫助華為實現人力資源智慧化。在項目過程中，金蝶結合華為的人力資源實踐，融入了創新的人力資源管理理論，於 2022 年發佈了面向大型企業的「星瀚人力雲」產品，提供快速批量化的交付能力，為金蝶進一步為更多的中國大型企業提供專業的人力資源數字化轉型服務打下了堅實的基礎。

4.1.1 產品部署

<p>Financial Cloud 財務雲</p>	<p>Kingdee's financial management system promotes the application of new digital and intelligent technologies in the field of financial management, unleashing the huge value of the digital transformation of finance and enhancing the competitiveness, innovation, control, influence, anti-risk capability and financial management capability of enterprises.</p> <p>金蝶財務管理系統推動數字化和智能化為代表的新技術在財務管理領域應用，釋放財務數字化轉型的巨大價值，提升企業競爭力、創新力、控制力、影響力、抗風險能力和財務管理能力。</p>
<p>Taxation Cloud 稅務雲</p>	<p>Provides one-stop complete tax solutions for enterprises, helping enterprises resolve multiple pain points and difficulties: including difficulties in collecting tax-related data, complex preparation of tax returns filing, lack of methods and transparency of tax risk control, lack of models and tools for tax analysis, etc.; greatly improves the work efficiency of tax teams and enterprises' compliance level.</p> <p>為企業提供一站式完整稅務解決方案，幫助企業解決多個痛點難點：涉稅數據採集難、納稅申報編制複雜，稅務風險管控缺乏抓手及透明度，稅務分析缺乏模型及工具等，大幅提升稅務團隊的工作效率和企業合規遵從水平。</p>
<p>Manufacturing Cloud 製造雲</p>	<p>Thoroughly fuses digital technology with lean production, and with the vertical integration, end-to-end integration, and horizontal integration of intelligent manufacturing as the basis, establishes a digital production model to help manufacturing companies cope with uncertainties, build a strong and controllable digital platform, respond flexibly and quickly to business changes, manage their businesses digitally, grow resiliently and achieve high quality and steady growth.</p> <p>將數字化技術與精益生產深度融合，以智能製造的縱向集成、端到端集成、橫向集成為基礎，建立數字化生產模式，助力製造企業應對不確定性，構建強大的自主可控數字化平台，靈活快速回應業務變化，以數治企，韌性成長，實現高質量穩增長。</p>
<p>Supply Chain Cloud 供應鏈雲</p>	<p>Adheres to the mission of building a new generation of digital business symbiosis platform, as well as the product concepts of "intelligent operation and symbiotic business", and upgrades traditional software such as procurement management, sales management, and warehouse management systems to the procurement cloud, supply chain cloud, and omni-channel marketing cloud, to provide enterprises with digital service capabilities of comprehensive business operation oriented towards customers, partners, and employees.</p> <p>以打造中大企業數字化商業共生平台為使命，以「智慧運營、共生商業」為產品理念，將傳統的採購管理、銷售管理、倉庫管理系統等軟件升級為採購雲、供應鏈雲、全渠道營銷雲，為企業提供面向客戶、夥伴、員工的全面業務運營的數字化服務能力平台。</p>
<p>Omni-channel Cloud 全渠道雲</p>	<p>Helps enterprises build full-domain marketing channels, covering the whole business scenarios of e-commerce, retail, and channel distribution, and provides integrated services such as marketing empowerment, e-commerce transaction, retail transaction, channel transaction and member management, so as to meet enterprises' full-chain needs from "marketing" to "sales".</p> <p>幫助企業構建全域營銷通路，覆蓋電商、零售、渠道分銷全業務場景，提供營銷賦能、電商交易、零售交易、渠道交易、會員管理等一體化服務，解決企業從「營」到「銷」的全鏈路需求。</p>

<p>Collaborative Office Cloud 協同辦公雲</p>	<p>Kingdee Collaborative Office Cloud integrates with ERP to facilitate business operation and decision-making. Provides a unified collaborative portal, collaborative approval, intelligent sign-in, knowledge center, time assistant and other applications to help enterprises realize application integration, business mobility, platform ecosystem and individualized experience.</p> <p>金蝶協同辦公雲實現企業多端協同辦公，與 ERP 融合，助力企業業務運營和決策。提供統一的協同門戶、協同審批、智能簽到、知識中心、時間助手等應用，助力企業實現應用一體化、業務移動化、平台生態化、體驗個性化。</p>
<p>Invoice Cloud 票據雲</p>	<p>Kingdee Invoice Cloud is a technology company that combines advanced technologies such as artificial intelligence, big data, cloud computing, block chain and OCR to provide enterprises with market-leading comprehensive solutions covering invoice management, image management, and electronic bookkeeping document management.</p> <p>金蝶票據雲是一家融合人工智能、大數據、雲計算、區塊鏈、OCR 圖像識別等先進技術，為企業提供領先的發票管理、影像管理及電子會計檔案管理等綜合解決方案的科技公司。</p>

<p>Composable Enterprise PaaS platform 可組裝企業級 PaaS 平台</p>	<p>Large enterprises 大型企業</p>	<p>High-growth enterprises 高成長型企業</p>	<p>Small and micro enterprises 小微型企業</p>	<p>Industrial products 行業產品</p>
<p>Kingdee Cloud Cosmic composable enterprise PaaS platform 金蝶雲·蒼穹 可組裝企業級 PaaS 平台</p> <ul style="list-style-type: none"> •gPaaS •雲基礎平台 (gPaaS) •Internationalization •國際化 •RPA Service Cloud •RPA 服務雲 •Block Chain Service Cloud •區塊鏈服務雲 •Data Middle-Office •數據中台 •Development Service Cloud •開發服務雲 	<p>Kingdee Cloud Constellation EBC for large enterprises 金蝶雲·星瀚 大型企業 EBC</p> <ul style="list-style-type: none"> •s-HR Cloud •人力雲 •Financial Ccloud •財務雲 •Project Cloud •項目雲 •Omni-Channel Cloud •全渠道雲 •Manufacturing Cloud •製造雲 •Supply chain Cloud •供應鏈雲 •Collaborative Office Cloud •協同辦公雲 	<p>Kingdee Cloud Galaxy EBC for high-growth enterprises 金蝶雲·星空 高成長型企業 EBC</p> <ul style="list-style-type: none"> •Financial Cloud •財務雲 •Supply chain Cloud •供應鏈雲 •Manufacturing Cloud •製造雲 •Data service Cloud •數據服務雲 •Omni-channel Cloud •全渠道雲 •PLM Cloud •PLM 雲 •Catering Cloud •餐飲雲 	<p>Kingdee Cloud Stellar SaaS management cloud for small enterprises 金蝶雲·星辰 小型企業 SaaS 管理雲</p> <ul style="list-style-type: none"> •Financial and tax management •財稅管理 •Expense reimbursement •費用報銷 •Purchase-sale-stock •進銷存 •Retail •零售 	<ul style="list-style-type: none"> •Guanyi Cloud •管易雲 •Wojia Cloud •我家雲 •Cargeer •車商悅 •Intelligent Bookkeeping •智慧記 •Zhangwuyou •賬無憂 •Kingdee Tianyan •金蝶天燕 •Yundee Intelligence •雲鎬智慧 •Guanyi Kingdee Credit Cloud •金蝶征信 •Kingdee Confidence Chain •金蝶信心鏈

<ul style="list-style-type: none"> • Process service Cloud • 流程服務雲 • Integrated Service Cloud • 集成服務雲 • Data Service Cloud • 數據服務雲 • AI Service Cloud • AI 服務雲 	<p>Kingdee EAS Cloud digital solution for group enterprises 金蝶 EAS Cloud 集團企業數字化解決方案</p> <ul style="list-style-type: none"> • Financial sharing • 財務共享 • Treasury management • 司庫管理 • Tax management • 稅務管理 • Comprehensive budget • 全面預算 • Procurement management • 採購管理 • Sales management • 銷售管理 		<p>Kingdee Jingdou Cloud SaaS management cloud for micro enterprises and start-ups 金蝶精鬥雲 微型及初創企業 SaaS 管理雲</p> <ul style="list-style-type: none"> • Cloud Reimbursement • 雲報銷 • Cloud Accounting • 雲會計 • Cloud Purchase-Sale-Stock • 雲進銷存 <p>Kingdee KIS Cloud Cloud-based management solution for small and micro enterprises 金蝶 KIS 雲 小微企業管理上雲解決方案</p>	
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4.1.2 Certification System

4.1.2 認證體系

Certified Entity 獲認證單位	Certification 認證情況
<p>Kingdee International 金蝶國際</p>	<p>The Company got certified to ISO 9001:2015 (Quality Management System) in October 2022</p> <p>2022 年 10 月公司通過 ISO 9001:2015 (質量管理體系) 評審認證</p> <div style="text-align: right; margin-top: 20px;">  </div> <p style="text-align: right; margin-top: 10px;">Picture: Certification to ISO 9001:2015 圖：ISO 9001:2015 認證證書</p>

Kingdee International
金蝶國際

The Company got certified to ISO 14001:2015 (Environmental Management System) in October 2022

2022 年 10 月公司通過 ISO 14001:2015（環境管理體系）評審認證



Picture: Certification to ISO 9001:2015
圖：ISO 14001:2015 認證證書

The Company got certified to ISO 45001:2018 (Occupational Health Management System) in October 2022

2022 年 10 月公司通過 ISO 45001:2018（職業健康管理體系）評審認證



Picture: Certification to ISO 45001:2018
圖：ISO 45001:2018 認證證書

Got certified to ISO/IEC 27017:2015 (Information Security Management System for Cloud Services) in 2022, which clarifies the roles and responsibilities of cloud service providers and cloud service customers in ensuring the security and reliability of cloud services

2022 年取得 ISO/IEC 27017:2015（雲服務信息安全管理体系）體系認證，闡明了雲服務提供商和雲服務客戶雙方在幫助確保雲服務安全可靠方面所扮演的角色和所承擔的責任



Picture: Certification to ISO/IEC 27017:2015
圖：ISO/IEC 27017:2015 認證證書

Kingdee International
金蝶國際

Got certified to ISO/IEC 27018:2019 (Personal Identifiable Information (PII) Security Management System) in 2022, focusing on a code of conduct for protecting personal data security in the cloud

2022 年取得 ISO/IEC 27018:2019 (個人可識別 (PII) 信息安全管理体系) 認證, 主要針對保護雲中個人數據安全的行為準則



Picture: Certification to ISO/IEC 27018:2019
圖: ISO/IEC 27018:2019 認證證書

Got certified to CSA-STAR (Cloud Security Management System)

取得 CSA-STAR (雲安全管理體系) 體系認證



Picture: Certification to CSA-STAR
圖: CSA-STAR 認證證書

Got certified to ISO/IEC 27701:2019 (Privacy Security Management System)

取得 ISO/IEC 27701:2019 (隱私安全管理體系) 體系認證



Picture: Certification to ISO/IEC 27701:2019
圖: ISO/IEC 27701:2019 認證證書

Kingdee International
金蝶國際

Got certified to ISO/IEC 27001:2013 (Information Security Management System)

取得 ISO/IEC 27001:2013 (信息安全管理体系) 體系認證



Picture: Certification to ISO/IEC 27001:2013
圖：ISO/IEC 27001:2013 認證證書

Kingdee EAS Cloud, Kingdee Cloud Constellation (Cosmic), and Kingdee Cloud Galaxy became certified to Cybersecurity Classified Protection Program (Level III)

公司金蝶 EAS Cloud 系統、金蝶雲星瀚 (蒼穹) 系統、金蝶雲星空系統取得網絡安全等級保護三級認證



Picture: Certification to Cybersecurity Classified Protection Program (Level III) for Kingdee EAS Cloud, Kingdee Cloud Constellation (Cosmic), and Kingdee Cloud Galaxy
圖：金蝶 EAS Cloud 系統、金蝶雲星瀚 (蒼穹) 系統、金蝶雲星空系統網絡安全等級保護三級認證證書

Kingdee Cloud Community became certified to Cybersecurity Classified Protection Program (Level II)

公司金蝶雲社區系統取得網絡安全等級保護二級認證



Picture: Certification to Cybersecurity Classified Protection Program (Level II) for Kingdee Cloud Community
圖：金蝶雲社區系統網絡安全等級保護二級認證證書

The Company's s-HR Cloud became certified to Cybersecurity Classified Protection Program (Level III)

公司 s-HR 雲服務系統取得網絡安全等級保護三級認證



Picture: Certification to Cybersecurity Classified Protection Program (Level III) for s-HR Cloud
圖：s-HR 雲服務系統網絡安全等級保護三級認證證書

Kingdee Diejin Cloud Computing Co., Ltd. became certified to ISO/IEC 27001:2013 (Information Security Management System)

金蝶蝶金雲計算有限公司取得 ISO/IEC 27001:2013 (信息安全管理體系) 體系認證



Picture: Certification to ISO/IEC 27001:2013
圖：ISO/IEC 27001:2013 認證證書

Diejin
蝶金

Kingdee KIS Cloud of Kingdee Diejin Cloud Computing Co., Ltd. became certified to Cybersecurity Classified Protection Program (Level III)

金蝶蝶金雲計算有限公司金蝶 KIS 雲系統取得網絡安全等級保護三級認證



Picture: Certification to Cybersecurity Classified Protection Program (Level III) for Kingdee KIS Cloud
圖：金蝶 KIS 雲系統安全等級保護三級認證證書

Diejin
蝶金

Kingdee Cloud Stella of Kingdee Diejin Cloud Computing Co., Ltd. became certified to Cybersecurity Classified Protection Program (Level III)

金蝶蝶金雲計算有限公司金蝶雲星辰系統取得網絡安全等級保護三級認證



Picture: Certification to Cybersecurity Classified Protection Program (Level III) for Kingdee Cloud Stella
圖：金蝶雲星辰系統網絡安全等級保護三級認證證書

4.1.3 Technology R&D and Innovation

We always adhere to the concept that innovation is fundamental to our business, we strengthen the ability of independent innovation. We have established a complete R&D and innovation framework to comprehensively promote technological innovation, product innovation and other research efforts.

Kingdee attaches great importance to technological innovations and applies them to products to continuously improve its own competitiveness. We set up a scientific and technological innovation and achievement commercialization management department, which integrates internal and external resources in combination with the Company's strategy and industry policies to manage technological innovation and achievement commercialization, comprehensively promoting the Company's technological innovation and development.

In 2022, we focused on the development of block chain and artificial intelligence technology:

• **Block chain:** Block chain: Worked jointly with Kingdee Credit Technology to set up Kingdee Credit Center to provide technical services for small and micro enterprises. As a typical application case in the direction of "block chain + real economy", Kingdee Confidence Chain was selected as a "Typical Block Chain Application Case for 2022" by the Ministry of Industry and Information Technology.

• **Artificial intelligence:** Kingdee Cloud Cosmic service department is in charge, and the platform has PasS capabilities.

As R&D efforts is fundamental to technological innovations, we conduct research on the application of digital employee platform, the development of LSTM models, and resource planning methods. In 2022, Kingdee published 5 academic papers in international conferences.

4.1.3 技術研發與創新

我們始終堅持創新為企業生存之本的理念，加強自主創新能力。我們建立完善的研發創新架構，全面推進技術創新、產品創新等不同維度的研究工作。

金蝶重視技術創新，並運用於產品中，不斷提升自身競爭力。我們設置科技創新與成果轉化管理部，結合公司戰略和行業政策，整合公司內外資源，管理科技創新與成果轉化，全面推動公司科技創新發展。

2022年，我們重點發展區塊鏈與人工智能技術：

• **區塊鏈：**和金蝶信科合作成立金蝶信用中心，面向小微企業提供技術服務。金蝶信心鏈作為「區塊鏈+實體經濟」方向的典型應用案例，入選國家工信部「2022年區塊鏈典型應用案例」

• **人工智能：**金蝶雲蒼穹服務部負責，平台擁有 Pass 級別的能力

技術創新的基礎是科研投入，我們對數字員工平台的應用、存儲器（LSTM）分類模型的開發、資源統籌方法等方面進行研究。2022年，金蝶發佈國際會議學術論文5篇。

Meanwhile, Kingdee actively undertakes government projects. In recent years, the country has attached great importance to the development of the industrial Internet. Kingdee is actively leveraging its own advantages to empower real economy through information technology. Since 2019, Kingdee has taken the lead in undertaking or participating in six "Industrial Internet Innovation and Development Projects" of the Ministry of Industry and Information Technology. In 2022, Kingdee accelerated the development and improvement of the industrial Internet platform, and provided support for the construction of the industrial Internet platform through a number of "Industrial Internet Innovation and Development Projects" under research.

同時，金蝶積極承擔政府課題。近年來國家高度重視發展工業互聯網，金蝶積極發揮自身優勢，通過信息技術賦能實體產業。自2019年至今，金蝶先後牽頭承擔或參與了6個國家工信部「工業互聯網創新發展工程」項目。2022年，金蝶加快推動工業互聯網平台建設和完善，通過正在研究的多個「工業互聯網創新發展工程」政府課題項目，為工業互聯網平台建設提供支持。

**In 2022, Kingdee won the following awards in the field of industrial Internet:
2022年，金蝶獲得以下工業互聯網領域的榮譽資質：**

• Fully involved in the establishment of national standards for the Industrial Internet, Kingdee participated in setting up 6 national standards for the Industrial Internet in 2022.

• 金蝶全面參與工業互聯網國家標準建設，2022年參與6項工業互聯網國家標準建設

• The Kingdee Industrial Internet platform was among the first to pass the national standard evaluation of the *Industrial Internet Platform Selection Requirements* and became a "Recommended Product through Industrial Internet Platform Selection and Evaluation".

• 金蝶工業互聯網平台首批通過《工業互聯網平台選型要求》國家標準評估，成為「工業互聯網平台選型評估推薦產品」

• Kingdee's "Moon in the sky and turtle in the sea" enterprise-level industrial Internet won the third prize in the third China Industrial Internet Competition.

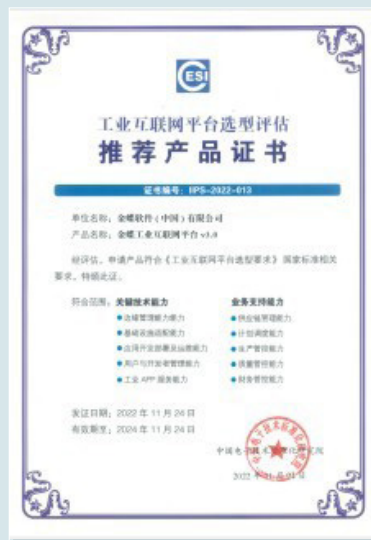
• 金蝶「九天攬月 海底戲鯨」企業級工業互聯網獲第三屆中國工業互聯網大賽三等獎

• Kingdee's "Industrial Interconnection, Managing Supply Chain with Data - Constellation Digital Supply Chain" solution won the Best Technical Innovation Award in the 4th China Industrial Internet Competition and the 3rd Prize in the Shenzhen Competition Station Leader Category.

• 金蝶「工業互聯，以數治鏈——星瀚數字化供應鏈」方案獲第四屆中國工業互聯網大賽最佳技術創新獎，深圳賽站領軍組三等獎

• Of Kingdee's customer application cases (HMNTECH Networked Collaborative Innovation Application, Shenzhen Kinco "Flexible Industrial Internet Innovation Application, and Guangdong B&D "Service Extension" Innovation Application) were selected by the State Ministry of Industry and Information Technology as "2022 Industrial Internet Innovation Pilot Application Cases".

• 金蝶三家客戶應用案例（華海通信網絡化協同創新應用案例、深圳步科柔性化工業互聯網創新應用、廣東葆德「服務化延伸」創新應用案例）入選國家工信部「2022年工業互聯網平台創新領航應用案例」



4.1.4 Information Security and Privacy Protection

Kingdee attaches great importance to information security, respects the privacy of employees, suppliers, consumers and other third parties with whom it has business dealing, uses appropriate and due diligence to protect information security in accordance with the law, and prevents unauthorized disclosure of customer data and personal information.

4.1.4.1 Improving Information Security Management System

We attach great importance to information security and customer privacy, and strictly abides by the *Cybersecurity Law of the People's Republic of China*, *Data Security Law of the People's Republic of China*, *Personal Information Protection Law of the People's Republic of China*, and other laws and regulations, and have developed *Kingdee Management Measures for Client Data Security*, *Information Security Manual for Kingdee's Employees*, *Cybersecurity Emergency Response Plan* and other internal regulations to cover all business lines and subsidiaries. Meanwhile, we have developed *Kingdee Procurement Management System*, *Kingdee Rules on Supplier Management*, *Kingdee Rules on Tendering Management* and other policies applicable to all suppliers and business partners, clarifying supplier responsibility for ensuring information security. In 2022, Kingdee improved its information security management system, and revised or issued *Kingdee Management Measures for Security Operation and Maintenance of IT Assets*.

During the reporting period, we established a lifecycle system for security R&D and an operation and maintenance system for security R&D, and issued the *Kingdee Management Measures for Research and Development of Product Security*, requiring product lines to apply security requirements throughout the entire lifecycle of product development. For example, Kingdee Cloud, as an enterprise-grade service platform based on the microservices architecture, focuses on securing PaaS application development platform security, integrated development and operation security, SaaS application security and ecological security on top of infrastructure and technical service security, further enhancing the product's cyber resilience to identify, respond to and quickly recover from security incidents.

4.1.4 信息安全與隱私保護

金蝶高度重視信息安全，尊重員工、供應商、消費者以及其他有業務來往的第三方的個人隱私，採用恰當且盡職的方式依法保護信息安全，防範客戶數據和個人信息被違規披露。

4.1.4.1 完善信息安全管理體系

我們高度重視信息安全和客戶隱私，嚴格遵循《中華人民共和國網絡安全法》《中華人民共和國數據安全法》《中華人民共和國個人信息保護法》等法律法規，制定《金蝶客戶數據安全管理辦法》《金蝶員工信息安全手冊》《網路安全應急預案》等內部制度，覆蓋所有業務線和子公司。同時，我們針對全體供應商，制定《金蝶採購管理制度》《金蝶供應商管理細則》《金蝶招標管理細則》等政策，明確供應商對於確保信息安全的責任。2022年，金蝶完善信息安全管理體系建設，修訂發佈《金蝶IT資產安全運維管理辦法》。

於報告期內，我們建立安全研發生命週期體系和安全研發運維體系，發佈《金蝶產品安全研發管理辦法》制度，要求產品部門將安全要求貫穿於產品研發全生命週期中，如金蝶雲作為基於微服務架構開發的企業級服務平台，在基礎設施及技術服務安全的基礎上，重點保障了PaaS應用開發平台的安全、集成開發與運維安全、SaaS應用安全及生態安全等，進一步提升產品的識別、回應和從安全事件中快速恢復的網路彈性能力。

Table: Kingdee's lifecycle system for security research and development

表：金蝶全研發生命週期體系

Phase 環節	Content 內容
Security requirements 安全需求	Cybersecurity and privacy protection related requirements are considered at the security requirements phase. 產品在需求階段即考慮網路安全及隱私保護相關需求

<p>Security design 安全設計</p>	<p>In the design phase, the security structure is designed to address the security needs of the product, and the security strategy is determined for the product and designed for security features. Once the design is complete, a privacy impact analysis is conducted and mitigation measures are developed for identified threats. A dedicated person is responsible for security design reviews and the design of security test plans and use cases.</p> <p>產品在設計階段針對產品的安全需求開展安全架構設計，確定產品的安全防護策略，針對安全特性進行設計。設計完成後，進行隱私影響分析，針對識別的威脅制定消滅措施。專人負責安全設計評審，並進行安全測試方案及用例的設計。</p>
<p>Security development 安全開發</p>	<p>During the development phase, security coding is carried out with reference to the security coding specification, public components are secured, and issues or security vulnerabilities in the code that do not conform to the coding specification are checked and rectified in a timely manner by means of code security inspection and static code scanning.</p> <p>產品應在開發階段參考安全編碼規範進行安全編碼，對公共組件進行安全保護，通過代碼安全檢視、靜態代碼掃描等手段及時檢查代碼中存在的不符合編碼規範的問題或安全漏洞，並及時進行整改。</p>
<p>Security testing 安全測試</p>	<p>Conduct security testing on products and versions (including security vulnerability testing and security function verification), and invite external third parties to conduct security penetration testing when necessary.</p> <p>對產品、版本進行安全測試（包括安全漏洞測試和安全功能驗證等），必要時邀請外部第三方進行安全滲透測試。</p>
<p>Security deployment and operation and maintenance 安全部署及運維</p>	<p>Conduct security deployment and operation and maintenance according to the <i>Kingdee Internet Security Operation and Maintenance Management Measures</i>, including regular security vulnerability scanning, security baseline scanning, security inspection, etc. for products and their operating environment, and conduct corresponding security reinforcement. Assign a dedicated person to take charge of security monitoring and timely respond to and handling of security incidents.</p> <p>遵守《金蝶互聯網安全運維管理辦法》進行安全部署及運維，包括對產品以及其運行環境定期進行安全漏洞掃描、安全基線掃描、安全巡檢等，並進行相應安全加固。委派專人負責安全監控，並對安全事件及時回應和處理。</p>

Kingdee has established a three-tier privacy and data security organizational structure, including decision-making, management, and executive levels. CEO, a member of the board of directors, is the highest responsible person in the information security organization structure, the committee submits annual information security insight reports and monthly reports on operations, and an information security working group is set up at the executive level to provide organizational assurance for product security. In 2022, we appointed a Chief Product Security Officer, who is responsible for the management and planning of product security efforts, and the R&D security enablement department is responsible for implementation and compliance operations. Meanwhile, we set up a product security planning office, a product security and emergency response team, and an open source and third-party software management team, which are specifically responsible for security management efforts.

金蝶建立了三層信息安全組織架構，包括決策層、管理層和執行層。首席執行官為董事會成員，同時也是信息安全組織架構的最高負責人，委員會每年提交信息安全洞察報告和運營月報，執行層面成立信息安全小組，保障產品安全工作的開展。2022年，我們設立了首席產品安全官，負責產品安全工作的管理與規劃，下屬研發安全賦能部，負責執行與合規運營。同時，設立產品安全規劃辦公室、產品安全與應急響應團隊、開源及第三方軟件管理團隊，負責安全管理專項工作。



Figure: Information Security Organizational Structure

圖：信息安全組織架構

Technology and Product Committee (decision-making level) 技術和產品委員會 (決策層)	The CEO is the director, and the members are composed of the management and leaders of various business divisions. 由首席執行官為主任，委員由管理層、業務線負責人組成。
Structure and Security Design Committee (management level) 架構與安全設計委員會 (管理層)	It is composed of representatives from all business divisions, with Information Security Dept. and Product Security Dept. as the daily executive agencies. 由各業務線代表組成、信息安全部、產品安全部門作為日常執行機構。
Information Security Execution Working Group (executive level) 信息安全執行小組 (執行層)	It is composed of SEs or part-time information security administrators from various organizations and departments, taking responsibility for the promotion and implementation of regular work regarding information security. 由各組織、部門的安全 SE 或兼職信息安全員組成，負責日常信息安全推廣執行。

4.1.4.2 Targets for Information Security and Privacy Protection

Kingdee sets a variety of targets for information security and privacy protection, including metrics such as security quality access control, number of security incidents, and security emergency response.

4.1.4.2 信息安全及隱私保護的目標

金蝶建立多種信息安全及隱私保護的目標，包括安全質量門禁、安全事件數量、安全應急回應等指標。

Our targets :

- Security quality access control: No medium-level or higher-level vulnerabilities in security tool scans and a defect index (DI) below 10 in penetration testings, i.e. test results showing no fatal vulnerabilities;
- Number of security incidents: 0
- Security emergency response: 0 vulnerabilities, 100% fix rate, 100% timeliness rate

我們的目標：

- 安全質量門禁：安全工具掃描漏洞無中級及以上漏洞，手工滲透測試中缺陷率 (DI 值) < 10，即測試結果顯示無致命漏洞；
- 安全事件數量：0 個
- 安全應急回應：漏洞數 0 個，修復率 100%，修復及時率 100%

To achieve the targets, we safeguard data security through various technologies and measures. In 2022, the following information security protection measures were added to guard against the risk of security incidents.

- Upgrading intranet protection: Separation between office network and user network and increase security protections for office network.
- Adding application firewall: Analyzing Internet traffic to block malicious attacks in real time.
- Adding zero-trust remote office access system: Based on the core capabilities of identity security, terminal security and application security, continuously monitor access process to achieve safe, stable and efficient access to resources and data from terminals.
- Regular security scanning: Timely detecting hidden security problems within the Company and immediately fixing relevant vulnerabilities.
- Optimizing network access policies: Using whitelist mechanisms to control access to devices and servers.

4.1.4.3 Performing Information Security Audit

Kingdee conducts annual internal audits on information security to identify and control information security risks. In April 2022, we formed an information security internal audit team. According to the Company's information security management system, the standards of ISO 27001 information security system and the cybersecurity classified protection program and other security management requirements, the team audited the product and functional departments through interviews, on-site observations, review of document and records and other means, and output the *Non-conformity Report and Correction Sheet* and the *Internal Audit Report on Information Security*, to assess security risks, analyze information security risks, and urges elimination of identified risks by relevant departments in a timely manner for a closed-loop security management cycle.

In addition, Kingdee conducts an annual external audit, including financial IT audits, to fully protect and safeguard the interests of our clients.

4.1.4.4 Building Emergency Response Mechanism

In addition, Kingdee has established active and passive data breach and incident response mechanisms to address data security incidents. In accordance with the *Network Security Emergency Response Plan*, we have developed a *Security Incident Response Guide* for different types of security attacks to standardize the emergency response process and measures for information security incidents, adopt IP blocking, security attack source containment and other means to control common security attacks, and incorporate security emergency drills for common attacks encountered by our products.

為達成目標，我們通過多種技術與措施，保障數據安全。2022年，增加如下信息安全保護措施，以防範安全事件風險。

- 升級內網防護：辦公網與用戶區進行區域隔離，增加辦公網安全防護設施。
- 增加應用防火牆：對網路流量進行分析，即時阻斷惡意攻擊。
- 增加零信任遠程辦公系統：基於身份安全、終端安全、應用安全等核心能力，對訪問過程進行持續監控，實現終端安全、穩定、高效的訪問資源及數據。
- 定期進行安全掃描測試：及時發現公司內部安全隱患，立即修復相關漏洞。
- 優化網路訪問策略：針對設備及伺服器訪問，使用白名單機制進行控制。

4.1.4.3 開展安全審計

金蝶每年開展公司內部信息安全審計，識別並控制信息安全風險。2022年4月，我們組成信息安全內審小組，依據公司信息安全管理規定、ISO27001信息安全體系標準以及網路安全等級保護等安全管理要求，針對產品與職能部門，通過面談、現場觀察、查閱文件記錄等多種方式，輸出《不符合項報告及糾正報告表》《信息安全內審報告》，以評估安全隱患，分析信息安全風險，針對已識別風險，督促責任部門及時整改，實現安全管理全閉環。

同時，金蝶每年開展一次外部獨立審計，包括財務IT審計，全面保障維護客戶利益。

4.1.4.4 建立應急回應機制

針對數據安全事件，金蝶建立主動及被動的事件應急回應機制。我們依據《網路安全應急預案》，針對不同類型的安全攻擊，我們制定《安全事件應急指南》，規範信息安全事件的應急流程與措施，對於常見的安全攻擊採取IP封禁、安全攻擊源遏制等手段控制，對產品遇到的常見攻擊納入安全應急演練。

Countermeasures:

- We have established a dedicated PSIRT (Product security incident emergency response team) and the related operation mechanism. The team is responsible for collecting security vulnerabilities from any channels, releasing product vulnerability announcements, disclosing open source vulnerability information, and providing customers with security vulnerability consultation, etc.
- We collect industry security information and keep abreast of the information on security vulnerabilities in the supply chain related to products, so as to promptly inform each product team of security information for investigation.
- We make timely handling plans for the vulnerabilities submitted by customers, users, suppliers and other parties, and provide corresponding notifications according to the level and scope of influence. After the vulnerability is fixed, we will provide fix plan feedback through mailbox or the vulnerability platform, and issue a vulnerability repair notice in Kingdee Cloud Community.

應對措施:

- 建立專門的 PSIRT (產品安全事件應急回應團隊) 及相關運作機制, 該團隊負責收集任意渠道的安全漏洞, 發佈產品漏洞公告, 披露開源漏洞信息, 提供客戶的安全漏洞諮詢等。
- 收集行業安全情報, 及時了解產品相關供應鏈中的安全漏洞信息, 以便及時將安全情報通知各產品團隊進行排查。
- 針對客戶、用戶、供應商等多方提交的漏洞及主動排查出的漏洞及時制定處置計劃, 並根據級別和影響範圍進行相應的通報; 漏洞修復後通過郵箱或漏洞平台反饋修復方案, 並且在金蝶雲社區發佈漏洞修復通告。

Emergency drills:

Each product team has made corresponding emergency response plans and recovery strategies for scenarios that may lead to service interruption, including the maximum allowable interruption time, recovery time targets and other indicators. They plan business continuity drills every year based on such indicators and conduct the business continuity drill every six months, analyze, and summarize the process and results of the drill and issue a drill report.

應急演練:

各產品團隊針對可能導致業務中斷的場景, 制定了相應的應急回應預案和恢復策略, 其中包括最大可容忍中斷時間、恢復時間目標等指標, 根據該等指標每年制定業務連續性演練計畫, 每半年實施一次業務連續性演練, 對演練過程及結果進行分析、總結並出具演練報告。

Cybersecurity drills:

We conduct cybersecurity drill every year. In 2022, we engaged an external professional team to conduct simulated attacks on products and assets, including phishing, application layer attacks and network layer attacks, to uncover security weaknesses and develop remediation plans to improve the Company's protection system.

攻防演練:

每年開展網路安全攻防演練。2022 年, 我們聘請外部專業的團隊, 對產品及資產進行模擬攻擊, 包括網路釣魚、應用層攻擊、網路層攻擊等, 挖掘安全防護薄弱點, 並制定修復計畫, 完善公司防護體系。

Special security inspection program:

We carry out special security inspection program on a regular basis to improve data security monitoring capabilities. In January 2022, we carried out a light application security and compliance inspection program, provided a light application security compliance self-assessment form and followed up on the problems discovered for rectification, sorted out 146 light applications on the R&D platform, completing security assessment on all light applications.

安全治理專項:

定期開展專項安全治理項目, 提升數據安全監察能力。2022 年 1 月, 我們開展輕應用安全及合規治理項目, 提供輕應用安全合規自評估表, 並對發現問題進行跟蹤整改, 完成研發平台梳理輕應用資產 146 個, 實現 100% 輕應用的安全評估。

Security vulnerability discovery and receiving channels 安全漏洞發現及接收渠道

- White Hat vulnerability submission and acquisition platforms: Butian vulnerability response platform and China National Vulnerability Database (CNVD)
- 白帽子提交漏洞獲取平台：補天漏洞回應平台、cnvd 國家信息安全漏洞共享平台。
- Official mailbox for receiving vulnerability: psirt@kingdee.com
- 官方漏洞接收郵箱：psirt@kingdee.com

Key Performance Indexes 關鍵績效

In 2022, Kingdee conducted two emergency drills, each covering 3 or 4 cybersecurity attack scenarios.
2022 年，金蝶每年開展 2 次應急演練，每次覆蓋 3 至 4 個安全攻擊場景。

4.1.4.5 Intelligent Management

In 2022, we put into operation our intelligent knowledge management system and established an internal knowledge accumulation and sharing mechanism to improve business efficiency, and we also attached importance to safeguarding the security of internal information and permissions. We have formulated documents such as the *Kingdee China Knowledge Management Measures* and the *Target Document List for the Working Document Library*, requiring users to file working documents in a timely and complete manner. To safeguard information security, we strengthen the safe sharing of documents and add the download application process; set up classification rules by employee type and rank; and strengthen authorization control to ensure proper grant or closing of permissions.

4.1.4.6 Privacy Protection

Attaching great importance to customers privacy protection, Kingdee has formulated and issued a privacy policy, which applies to all our products or services and sets out the processes for the collection, processing, protection and management of personal information.

4.1.4.5 智能化管理

2022 年，我們上線智能化知識管理系統，建立內部的知識積累及共享應用機制，提升業務效率，同時我們也注重保障內部信息與權限的安全。我們制定《金蝶中國知識管理辦法》《工作文檔庫目標文檔清單》等文件，要求使用者及時、完整歸檔工作文檔。為保障信息安全，我們加強文檔安全共享，增加下載申請流程；根據員工類型和職級，制定分級規則；加強授權管控，確保需開放與關閉的權限。

4.1.4.6 隱私保護

金蝶高度關注客戶的個人隱私保護，制定併發布隱私政策，適用於我們的所有產品或服務，規定個人信息的收集、處理、保護及管理的各流程。

Kingdee Privacy Policy 金蝶隱私政策

Kingdee has privacy policies which state that users have the right to access, change or add to or delete their personal information. We do not share user information with any companies, organizations or individuals outside of our service providers, except when we obtain explicit consent, when sharing under legal circumstances, and when the user actively chooses to do so.

金蝶制定隱私政策，聲明用戶對於自己的個人信息有訪問、更改或補充、刪除的權利。我們不會與服務提供商以外的公司、組織和個人共享用戶信息，只會在獲取明確同意的情況下共享、在法定情形下的共享、在用戶主動選擇情況下共享。

We have a dedicated compliance department that oversees the protection of user information and users can ask questions about this privacy policy or privacy practices through:

我們設有專門合規部門監督用戶信息保護事宜，隱私政策相關問題可通過如下方式聯繫我們：

- E-mail of the person responsible for personal data protection: Privacy@kingdee.com
- 個人信息保護負責人郵箱：Privacy@kingdee.com
- Compliance contact number: (0)755-86073724
- 合規聯繫電話：(0)755-86073724
- Customer service contact number: (0)4008-836-836
- 客服聯繫電話：(0)4008-836-836
- More details about the privacy policy can be found here:
- 更多關於隱私政策的詳情可點擊此處了解：

<https://cloud.kingdee.com/passport/#/policy-agree/privacy-policy>

1. Personal data collection and usage

- Inform users of the content and categories of information to be collected. Individuals and enterprises can voluntarily choose whether to provide their information. Specify rules on information collection for services such as permit verification, SMS and courier.
- For additional services, we guarantee that users have the discretion to receive information, display content that is not based on personalized recommendation algorithms, and accept unsubscribes from additional services.
- Consent is required to access third party information. Inform them of the content of information to be shared. Explicit prior user consent is required for sensitive personal information or important corporate information to be provided to us. Require third parties to provide undertakings as to the legality and compliance of the source of personal information.

1. 收集和使用個人信息

- 告知用戶信息採集的內容與類別，個人、企業可自願選擇是否進行信息完善，對於許可校驗、短信、快遞等服務的信息採集進行規定。
- 對於附加服務，我們保障用戶接收信息的自主性，提供不基於個性化推薦演算法的展示內容，並接受用戶退訂附加服務。
- 獲取第三方信息時需取得同意，並告知共享的信息內容，且涉及個人敏感信息、企業重要信息的在提供給我們使用前需經過用戶的明確確認，要求第三方對個人信息來源的合法性和合規性做出承諾。

2. Personal data processing, sharing, transfer and disclosure

- Require that personal data be handled under strict confidentiality agreements, share or transfer personal data only with explicit consent, and anonymize personal data prior to disclosure to ensure such data is unrecoverable and unrecognizable to the receiving party.
- We do not share personal data with any companies, organizations or individuals outside of our service providers, except when we obtain explicit consent, when sharing under legal circumstances, and when the user actively chooses to do so. We may share users' personal data with our partners as necessary to provide a better customer service and user experience. Our partners are not authorized to use such personal data for purposes other than those related to our products and or services.

3. Personal data protection

- Maintain minimal data collection and retention for as long as necessary to achieve the purposes described in the privacy policy. We retain personal data only for as long as necessary to achieve the purposes described in privacy policy, and delete or anonymize personal data beyond the retention period as required by applicable law.
- Delete or anonymize personal data upon expiration of retention period required by applicable law.
- From time to time, update and disclose security risks, personal data security impact assessment reports and other relevant content.
- Inform users of personal data security incidents in accordance with the requirements of laws and regulations, and report the handling of personal data security incidents in accordance with the requirements of regulatory authorities.

4. Personal data access, revision and deletion

- Authorization of data access.
- Users can choose to correct, add or delete information and change the scope of consent. Relevant data is anonymized or deleted after account cancellation.

5. Children's personal data handling

- Children under 14 years of age are not allowed to create their own Kingdee China account without the consent of their parents or guardians. Children may only use our products or services or provide information to us with the consent of their parents or guardians.

2. 處理、共享、轉讓、公開披露個人信息

- 依據嚴格的保密協議要求委託處理，在獲取明確同意的情況下共享或轉讓信息，公開披露時匿名化處理的個人信息，且確保數據接收方無法復原並重新識別用戶。
- 我們不會與我們服務提供商以外的公司、組織和個人共享個人信息，除非在獲取明確同意的情況下共享、在法定情形下的共享、在用戶主動選擇情況下共享。我們可能會與合作夥伴共享用戶必要的個人信息，以便為提供更好的客戶服務和用戶體驗。我們的合作夥伴無權將共享的個人信息用於與產品及或服務無關的其他用途。

3. 保護個人信息

- 在達成隱私政策所述目的所需的期限內保留個人信息最小化輸出，我們只會在達成隱私政策所述目的所需的期限內保留個人信息，在個人信息超出保留期間後，我們會根據適用法律的要求刪除個人信息，或使其匿名化處理。
- 在個人信息超出保留期間後，根據適用法律的要求刪除個人信息，或使其匿名化處理。
- 不定期更新並公開安全風險、個人信息安全影響評估報告等有關內容。
- 發生個人信息安全事件後，按照法律法規的要求告知用戶，並按照監管部門要求，上報個人信息安全事件的處置情況。

4. 訪問、更正與刪除個人信息

- 對數據訪問進行授權。
- 可選擇更正或補充、刪除信息，可改變授權同意的範圍，註銷帳號後匿名化或刪除相關個人信息。

5. 處理兒童的個人信息

- 如果沒有父母或監護人的同意，14 周歲以下的兒童不得創建自己的金蝶中國帳號。兒童在征得其父母或監護人同意的前提下使用我們的產品或服務或向我們提供信息。

6. Worldwide transfer of personal data

- In principle, personal data that we collect and generate within the territory of the People's Republic of China are stored within the territory of the People's Republic of China.
- We ensure that the information gets adequate and same level of protection as it does in the People's Republic of China.

7. Privacy policy updates

- We will post any changes to the privacy policy on the Kingdee platform and provide more prominent notice of any material change.

In 2022, we enabled the User Privacy Statement feature on several of our products and platforms, which allows customers to determine how personal data is collected, used, retained and processed, to decide for themselves whether to provide non-essential information, and to request the deletion of personal data.

- Kingdee Privacy Statement feature: Products such as Cosmic, Galaxy, EAS, mobile APPs such as Kingdee Cloud APP, Jingdou Cloud APP and KIS Cloud APP, WeChat applets such as Kingdee Cloud Community, and light applications such as Kingdee Cloud Galaxy have all provided the feature for users to sign the Kingdee Privacy Statement, informing them that we will indirectly obtain their personal data such as name and mobile phone number, and stating the type of personal data, its use, its retention, and channels for exercising their data protection rights.
- Privacy Centre feature: Some products, including Cosmic, Galaxy and EAS, offer a Privacy Centre feature, which includes core functions such as data labels, privacy plans, data encryption and data desensitization. Customers can set data labels and develop privacy plans based on the labels.

We strictly manage internal data export to control access to sensitive personal data. Exporting customer data is subject to permission from the customer as well as approval and desensitization. Exporting data from internal information system is subject to assessment and approval by the relevant department to ensure data security. We enhance privacy technologies and initiatives into our product development process. For products targeting overseas market, we align them with local policies, and study and interpret the laws and regulations of foreign countries, such as Indonesia and Thailand, to provide compliance solutions for customers and incorporate data protection measures in the product development process to ensure compliance in terms of information security.

6. 個人信息的全球範圍轉移

- 原則上，我們在中華人民共和國境內收集和產生的個人信息，將存儲在中華人民共和國境內。
- 在境外管轄區，確保信息得到在中華人民共和國境內足夠同等的保護。

7. 隱私政策更新

- 我們會在金蝶平台上發佈對隱私政策所做的任何變更，對於重大變更會提供更為顯著的通知。

2022年，我們在多個產品及平台中開放用戶的隱私保護聲明功能，客戶可決定如何收集、使用、保留和處理個人信息，可自主決定是否提供非必要信息，並有權要求刪除個人信息。

- 金蝶隱私聲明功能：蒼穹、星空、EAS等產品，金蝶雲APP、精鬥雲APP、KIS雲APP等移動APP，金蝶雲社區等微信小程序，金蝶雲星空等輕應用都陸續開發了用戶對金蝶隱私聲明的簽署功能，告知用戶將間接獲取其姓名、手機號等個人信息，並說明個人信息的種類、用途、保存情況，以及信息保護權渠道。
- 隱私中心功能：部分產品包括蒼穹、星空、EAS等開發了隱私中心功能，包括數據標籤、隱私方案、數據加密、數據脫敏等核心功能。客戶可標籤數據，並根據標籤制定隱私方案。

我們對內部的數據導出行為進行嚴格管理，對於個人敏感數據進行訪問控制。針對需導出的客戶數據，我們在獲得客戶授權並提交審批，並進行脫敏處理；針對需導出的內部信息系統數據，需經由相關部門評估審批，確保數據導出的安全性。我們將隱私保護技術和舉措融入產品開發過程中。針對出海需求產品，公司依據當地政策，開展專項的適配工作，並對海外國家的法律法規進行研究和解讀，如印尼、泰國等國，為客戶提供合規解決方案，在產品開發過程中納入數據保護措施，保障海外產品在信息安全方面的合規性。

In addition, we have carried out automated APP security and privacy testing to further strengthen our privacy protection capabilities. 2022 saw the establishment of a pre-launch security reinforcement mechanism for APPs and the deployment of an APP security and privacy testing platform to automate pre-launch testing of APPs, applets and WeChat public accounts.

此外，我們開展 APP 安全及隱私檢測自動化建設，進一步加強公司隱私保護能力。2022 年，我們建立 APP 上線前安全加固機制，部署了 APP 安全及隱私檢測平台，實現 APP、小程序、公眾號上線前自動化檢測。

Case: Kingdee set privacy compliance baseline and privacy protection level checklist to enhance privacy protection level

案例：金蝶建立隱私合規基線及隱私成熟度檢查表，提升隱私保護成熟度

In 2022, we set a privacy compliance baseline and privacy protection level checklist, which includes 27 privacy compliance baselines in 7 areas, covering personal data storage, transmission or sharing, collection and deletion, cross-border data transfer, data owner rights, mobile application compliance, etc.

2022 年，我們建立了隱私合規基線及隱私成熟度檢查表，設置 7 個領域的 27 項隱私合規基線進行要求，包括個人信息的保存、傳輸 / 共享、收集及刪除、數據跨境轉移、數據主體權力、移動應用合規等。

Based on the privacy compliance baseline requirements, we conducted privacy compliance checks on eight product lines, namely, Cosmic, Constellation, Galaxy, EAS, s-HR, Stella, KIS and Jingdou Cloud, and also required that the checks be carried out and reported to the relevant departments on a quarterly basis, and that the compliance data be fed back to Furps+ Kanban to further monitor and improve the level of privacy protection.

依據隱私合規基線要求，我們對蒼穹、星瀚、星空、EAS、s-HR、星辰、KIS、精鬥雲八個產品線進行了隱私合規檢查，同時要求每季度開展檢查後上報相關部門，將合規數據反饋至 Furps+ 看板，進一步加強監控及提升隱私成熟度能力。

Key Performance Indexes

關鍵績效

Privacy compliance baseline requirements covered 27 items in 7 areas.
隱私合規基線要求涉及 7 個領域的 27 項。

Privacy compliance checks were conducted on 8 products.
針對 8 個產品開展隱私合規檢查。

4.1.4.7 Information Security Awareness Training

We carry out information security awareness promotion through training, cloud classroom, thematic events and daily promotion, etc, covering all employees (including contract employees) to enhance their awareness of information security.

- **Online courses:** The "Kingdee Cloud Classroom" platform provides learning courses and requires examinations, covering all employees, outsourced employees and dispatched employees.

4.1.4.7 信息安全意識培訓

我們通過培訓、雲課堂、主題活動、日常宣導等方式，開展信息安全意識宣導，開展信息安全意識宣導，覆蓋全體員工（包括合同員工），積極提升全員信息安全意識。

- **線上課程：**「金蝶雲課堂」平台發佈學習課程，並要求考試，覆蓋全體員工、外包、勞務派遣人員。

- **Employee training:** Training on security awareness for all staff; small-scale offline training on information security specially for technical staff such as architects and operation and maintenance staff.
- **Thematic events:** Offline cybersecurity events, online quiz activities with prizes offered.
- **Daily promotion:** Push articles on cybersecurity to all staff on WeChat public account, covering employees, outsourced employees and dispatched employees.
- **員工培訓:** 全員安全意識培訓; 針對架構師、運維等技術員工, 參與小範圍的線下信息安全專項培訓。
- **主題活動:** 線下網路安全活動、線上的有獎知識競答。
- **日常宣導:** 通過公眾號進行全員推送, 包括網路安全知識點的文案, 覆蓋到員工、外包、勞務派遣人員。

Security Training Details			
表: 安全培訓情況			
Trainee 對象	Theme 主題	Content 內容	Employees Covered 覆蓋人次
All employees 全體員工	Training on security awareness 安全意識培訓	Basic concepts of office network information security, cases of network information security incidents, policy promotion 辦公網路信息安全基礎概念、網路信息安全發生案例、政策要求宣導	Over 12,432 people covered 已覆蓋 12,432 餘人
Technical staff 技術人員	Training on SE qualification 安全 SE 任職資格培訓	Security requirement analysis, security design, security development and security testing 安全需求分析、安全設計、安全開發及安全測試	Over 120 people covered 覆蓋 120 餘人
	Training on product security awareness 產品安全意識培訓	Common cybersecurity threats, attack methods and related protections 常見的網路安全威脅、攻擊手段及相關的防護辦法	Over 2,800 people covered 覆蓋 2,800 餘人
	Training on security coding specifications 安全編碼規範培訓	Security coding specifications, OWASP top 10 cases, causes and hazards of common web security issues, examples of incorrect coding, solutions, etc. 安全編碼規範要求、OWASP top10 案例, 常見 web 安全問題產生的原因、危害、錯誤編碼示例、解決辦法等	Over 1,460 people covered 覆蓋 1,460 餘人

Security and Technical Architecture Committee Seminar 安全與技術架構專委會研討會	Seminar on product data security encryption and key management solutions, analysis and recommendations on Internet ransomware virus incidents 產品數據安全加密及密鑰管理方案研討、互聯網勒索病毒事件分析與建議	Over 130 people covered 覆蓋 130 餘人
Training on ISO 27017/ISO 27018 system ISO27017/ISO27018 體系培訓	Contents of ISO standard, ENISA cloud security guidelines, system practice cases ISO 標準內容、ENISA 雲安全指南、體系實踐案例	Over 60 people covered 覆蓋 60 餘人
Special training on ISO 27701 privacy specialist ISO27701 隱私專家專項培訓	Contents of ISO standard, GDPR, PIA & PRA, PIMS performance measurement, internal audit, management review, etc. ISO 標準內容、GDPR、PIA&PRA、PIMS 的績效測量、內審、管理評審等	Over 100 people covered 覆蓋 100 餘人

Key Performance Indexes

關鍵績效

"Kingdee Cloud Classroom" offered online cybersecurity courses, with 12,432 participants and 100% participation rate.

「金蝶雲課堂」在線網絡安全知識課程，學習參與人數 12,432 人，參與率達 100%。

WeChat public account "Kingdee Cloud Security" posted more than 80 articles related to product security throughout the year, reaching more than 2,800 people.

「金蝶雲安全」公眾號全年發佈 80 餘篇產品安全知識相關小貼士，覆蓋人數 2,800 餘人。

Case: Organized courses and exam on security coding specification to enhance information security awareness

案例：開展安全編碼規範學習與考試活動，提升信息安全意識

In November 2022, Kingdee organized a learning session and examination on security coding specifications. Documents were provided for employees to study, covering current status of software security, common security issues in web applications, causes of security issues, hazards, examples of incorrect coding, solutions, etc. After vigorous promotion, a total of 1,460 developers and architect engineers in the R&D platform passed the exam ahead of schedule, effectively enhancing employees' security awareness and capability.

2022 年 11 月，金蝶組織推出了安全編碼規範學習與考試活動。提供學習文檔供員工進行學習，包括軟件安全的現狀、web 應用常見的安全問題、安全問題產生的原因、危害、錯誤編碼示例、解決辦法等，活動經過大力的宣傳與推動，研發平台共計 1,460 名開發人員與架構師全部提前通過考試，有效提升員工安全意識與能力。

4.1.4.8 Information Security Certification

Kingdee has acquired a number of cybersecurity system certifications, covering information and privacy security, cloud security and cybersecurity, and its information security capabilities have been recognized by the industry. In 2022, Kingdee accepted and successfully passed a third-party audit, helping Kingdee establish an information security and privacy management system covering the entire life cycle of product development, business operations, security assurance and marketing, so as to ensure confidentiality, integrity and continued availability of information for both the Company and users.

4.1.4.8 提升信息安全認證

金蝶獲得多項網路安全體系認證，包括信息及隱私安全、雲安全、網路安全等方面，信息安全能力得到業內認可。2022 年，金蝶接受並順利通過了第三方的監督審核工作，幫助金蝶建立覆蓋從產品研發、業務運營、安全保障及市場營銷等全生命週期的信息安全隱私管理體系，保障公司及用戶信息的機密性、完整性和持續可用性。

Cybersecurity system certification

網路安全體系認證

ISO 27001 (Information Security Management System)
 ISO 27001 (信息安全管理體系)
 ISO 27701 (Privacy Security Management System)
 ISO 27701 (隱私安全管理體系)
 CSA-STAR (Cloud Security Management System)
 CSA-STAR (雲安全管理體系)
 Cybersecurity Classified Protection Program (Level III)
 網路安全等級保護三級
 SOC 1&2 Type I&II Report
 SOC 1&2 TYPE I&II 報告
 Newly certified to ISO 27017 (Cloud Service Information Security Management System)
 新增 ISO 27017 (雲服務信息安全管理體系)
 Newly certified to ISO 27018 (Personal Identifiable Information (PII) Security Management System)
 新增 ISO 27018 (個人可識別 (PII) 信息安全管理體系) 認證

Our information security protection is also recognized at the national level, and Kingdee has received certificates of compliance under national-level information system classified protection test program by the local public security authorities.

我們的信息安全保護也受到國家承認，金蝶獲得由所在地公安機關認可並頒發的國家級信息系統等級認證。

Case: Kingdee has had 19 products certified to national-level information system classified protection test programs, assuring user data security.

案例：金蝶已有 19 個產品獲得國家級信息系統等級認證，保障用戶信息安全

As at 2022, Kingdee had 19 products including Kingdee Cloud Galaxy and Kingdee Cloud Cosmic Constellation, Kingdee Cloud Galaxy, EAS Cloud, Kingdee Cloud Stellar, Jingdou Cloud, KIS Cloud, s-HR Cloud, Kingdee Cloud Community, Kingdee's official website, Invoice Cloud, Wojia Cloud, Zhangwuyou, Kingdee Credit, Kingdee Efficient Finance, Diejin Microfinance, Kingdee Intelligent Bookkeeping, Aggregate Payment, and Yundee industrial Internet platform that had passed test for compliance with national-level information system security standards, ensuring compliance in customer using Kingdee products.

截至 2022 年，金蝶已有 19 個產品，包括金蝶雲星空、金蝶雲蒼穹、星瀚、金蝶雲星辰、EAS cloud、金蝶雲星辰、精鬥雲、KIS 雲、s-HR、金蝶雲社區、金蝶官網、票據雲、我家雲、賬無憂、金蝶征信、金蝶效貸、蝶金小貸、智慧記、聚合支付、雲鐫工業互聯網平台等，通過了國家等級保護測評，符合國家安全標準要求，確保客戶使用金蝶系產品系統的合規性。



Picture: Certification to national-level information system classified protection test program

圖：國家級信息系統等級認證證書

4.1.5 Intellectual Property Protection

As an innovation-driven high-tech firm, Kingdee attaches great importance to the protection of intellectual property rights and constantly strengthens the system construction of corporate intellectual property rights. In accordance with the *Patent Law of the People's Republic of China* and other laws and regulations, Kingdee has formulated a series of IP-related corporate rules and regulations to perfect its IP protection system, and integrated such requirements into its operational policies for research and development, sales, implementation service, and ecological cooperation.

4.1.5.1 Intellectual Property Management System

Kingdee attaches importance to intellectual property rights related risk identification and intellectual property rights protection. In 2022, we revised the *Kingdee Sales Service Partner Management Measures* to clarify intellectual property management requirements, and improved the templates of *Kingdee Partner Agreement* and *ISV Agreement* to further refine the rules and requirements for the protection of intellectual property rights such as Kingdee's software copyright and trademark rights in business cooperation with partners.

We have improved the IP management system year by year, standardizing the process of application, licensing and protection, etc. In 2022, we specifically sorted out the trademark licensing process, clarified the business scenarios of trademark license contracts, defined effective trademark license contract processes and templates, built up a trademark license contract process through intelligent approval and standardized the management of trademark licenses.

4.1.5 保護知識產權

作為一家創新驅動的高科技企業，金蝶高度重視知識產權保護，不斷加強企業知識產權的制度建設。我們遵守《中華人民共和國著作權法》等法律法規，制定了一系列知識產權相關制度，完善知識產權保護體系，貫穿研發、銷售、交付服務到生態合作的經營政策。

4.1.5.1 知識產權管理體系

金蝶重視知識產權風險識別與保護領域。2022年，我們修訂《金蝶營銷合作夥伴管理辦法》，明確知識產權管理要求，完善《金蝶合作夥伴協議》《ISV合作夥伴協議》範本，進一步細化與夥伴業務合作中金蝶軟件著作權、商標權等知識產權保護的規則和要求。

我們逐年完善知識產權管理體系，規範申請、許可及保護等環節的流程。2022年，我們對商標許可流程進行了專項梳理，明確商標許可合同業務場景，定義有效的商標許可合同流程、範本，並通過智能審批，實現了商標許可合同流程搭建，並對商標使用許可進行規範化管理。

4.1.5.2 Intellectual Property Quality Control

Kingdee actively promotes the development of intellectual property rights and improves the quantity and quality of intellectual property rights. We have actively carried out patent search and screening work, searched, screened and analyzed patents of key companies at home and abroad, and formed a patent database to provide support for R&D. Attaching importance to patent applications in respect of R&D and design, Kingdee has achieved technological innovation in software-as-a-service (SaaS) and platform-as-a-service (PaaS), and protected innovation in design of graphical user interfaces to support Kingdee's software technology.

Kingdee aims for quality control of intellectual property with a view to high quality development:

- Conduct technology exchange and patent mining meetings to screen out advanced high-value technologies that are widely applicable and has vast potential for patent application;
- Adopt a standardized patent application process, with the R&D department and the IP department jointly participating in the process to ensure patent quality through multi-level review;
- Establish quality standards for patent related cases and regulate both substance and form of patent application files to ensure their quality;
- Optimize cooperation with service providers to promote timely processing of cases and fast authentication of rights.

4.1.5.2 把控知識產權質量

金蝶積極推動知識產權發展，保障知識產權數量與質量的協同發展。我們積極開展專利搜索與篩選工作，針對國內外重點公司進行專利的檢索和篩選分析，形成專利信息資料庫，為研發提供專利技術信息支持。金蝶注重研發與外觀設計的專利申請，實現軟件即服務（SaaS）領域及平台即服務（PaaS）領域的技術創新，以及保護圖形用戶介面的外觀創新，為金蝶的軟件技術提供支持。

金蝶以高質量發展為目標，對知識產權進行質量把控：

- 開展技術交流與專利挖掘會議，篩選出先進性強、應用廣泛、前景大的高價值技術進行專利申請；
- 採用規範的專利申請流程，由研發部門與知識產權部門共同參與流程審核，通過多級審核保證專利質量；
- 建立專利案件質量標準，從實質與形式兩個方面進行規範，保證專利申請文件的質量；
- 優化與服務機構的雙方合作，促進案件及時處理，快速確權。

Case: Shenzhen Copyright Association came to Kingdee to deepen IP related cooperation

案例：深圳市版權協會走進金蝶，深化知識產權合作

On September 23, 2022, Kingdee invited Shenzhen Copyright Association to visit the Company, and attended the second meeting of the fifth council of Shenzhen Copyright Association. More than 30 representatives of members of the Association were present at the meeting, and they exchanged experience in copyright protection and management, establishing a foundation for resource sharing and win-win cooperation in intellectual property protection.

2022年9月23日，金蝶邀請深圳市版權協會走進並了解公司，同時參加深圳市版權協會第五屆理事會第二次會議，30餘位會員單位代表參加會議，各會員單位互相交流了版權維權和管理經驗，為知識產權保護的資源共享、合作共贏建立基礎。



Picture: The second meeting of the fifth council of Shenzhen Copyright Association

圖：深圳市版權協會第五屆理事會第二次會議

4.1.5.3 Enlarging IP Pool

Kingdee attaches importance to enlarging its IP pool in respect of its core technology, and encourages employees to innovate and actively apply for patents and awards. According to the *Kingdee Management Measures for Patents*, inventors can obtain "Application Award" and "Grant Award", and receive corresponding financial incentives.

4.1.5.3 加強知識產權儲備

金蝶重視核心技術知識產權的儲備，鼓勵員工技術創新，並積極申報專利及榮譽。根據《金蝶集團專利管理辦法》，專利發明人可獲得「申請獎」和「授權獎」獎勵，並獲得相應的物質激勵。

Key Performance Indexes

關鍵績效

In 2022, a total of RMB628,000 was granted to 710 employees for patent awards.

2022 年，全年共發放員工專利獎勵 62.8 萬元，涉及專利獎勵人數 710 人。

During the year, Kingdee filed 278 patent applications, which was among the top in the industry and increased by 42% year-on-year, covering product lines such as Kingdee Cloud Cosmic, Kingdee Cloud Constellation, Kingdee Cloud Galaxy, Kingdee Cloud Stella and Kingdee KIS Cloud. Among them, 112 patent applications were approved, making our grant-to-application ratio higher than the national average.

本年度，金蝶申請專利數量 278 件，同比增長 42%，專利覆蓋金蝶雲蒼穹、金蝶雲星瀚、金蝶雲星空、金蝶雲星辰及金蝶 KIS 雲等產品線，申請專利數量位於行業前列。其中，金蝶被授權專利數量為 112 件，專利授權率高於全國平均水平。

Key Performance Indexes

關鍵績效

As of 2022, Kingdee has received a total of:

截止 2022 年，金蝶累計獲得：

- 19 intellectual property honorary awards were awarded by government agencies, including 10 at the national level
- 政府機構頒發的知識產權榮譽獎項 19 項，包括國家級 10 項
- 5 China patent awards
- 5 次中國專利獎
- 3 Shenzhen patent awards
- 3 次深圳市專利獎

Case: Kingdee's domain names received national and international recognition

案例：金蝶域名獲得國家與國際認可

In 2022, Kingdee's domain name was awarded the China ccTLD and the gTLD certificates.

2022 年，金蝶域名獲得了中國國家頂級域名及國際頂級域名證書。



Picture: Top-level Domain Certificates
圖：頂級域名證書

4.1.5.4 Raising IP Protection Awareness

Kingdee conducts daily promotion and training for management and staff from various departments on themes such as patent mining, trade secrets, copyright registration and IPR compliance to strengthen employees' awareness of IPR and prevent IPR risks. In addition, we also push relevant tweets through our subscription account "IP Watch", such as the list of awardees of patent awards, basic IP theory, and IP policy changes, etc., so as to relate IP to everyone's work and highlight the importance of IP related work.

4.1.5.4 提升知識產權保護意識

金蝶針對管理層與各部門員工，開展培訓與日常宣導，培訓主題包括專利挖掘、商業秘密、版權登記、知識產權合規等方面，加強員工的知識產權意識，防範知識產權風險。此外，我們還通過訂閱號「IP 看點」推送相關推文，如發明人專利獎勵名單、知識產權基本理論、知識產權政策變動信息等，將知識產權與每個人的實際工作相關聯，凸顯知識產權工作的重要性。

Key Performance Indexes 關鍵績效

In 2022, Kingdee conducted a total of 28 IP training sessions, with an average training duration of over one hour, covering more than 500 employees.

2022 年，金蝶共開展 28 場知識產權培訓，場均培訓時長在 1 小時以上，覆蓋員工人數超過 500 人。

Case: Kingdee conducted IP training for all branches and product lines to enhance the IPR protection capability of all employees

案例：金蝶針對各分公司及產品線開展知識產權培訓，提升全員保護能力

In 2022, we reached out to the front line of business for in-depth communication and conducted offline and online training for branches and product line, inviting cross-departmental, outstanding employees and external experts to share their experience, setting up theoretical lectures, case studies, interactive Q&A sessions, etc., so that theory and practice can be combined for intuitively understanding the way of using IPR.

2022 年，我們深入業務一線進行深度交流，針對分公司及產品線各部門，開展線下及線上培訓，邀請跨部門、優秀員工與外部專家與傳授經驗，設置理論講解、案例分析、互動答疑等多個環節，使得理論與實踐相結合，直觀了解知識產權的運用方式。

- From October 12 to 14, 2022, the Intellectual Property Department went to the branches for the first time and conducted training on IPR protection for Quanzhou, Fuzhou, Xiamen and other branches, mainly introducing the identification and verification methods of pirated Galaxy products and how to report piracy, etc., calling on colleagues in the branches to participate in discovering piracy clues and combating piracy. A total of over 100 people from the three branches participated in the training.

- 2022 年 10 月 12-14 日，知識產權部首次走進分公司，針對泉州、福州、廈門等分公司開展知識產權維權培訓，主要介紹盜版星空產品的鑒別和驗證方法，以及遇到盜版如何舉報等，號召分公司同事參與發現盜版線索、打擊盜版。三家分公司共 100 餘人參與了培訓。



Picture: IP training for branches

圖：分公司知識產權培訓

- On May 26, 2022, a trademark training was conducted for the s-HR Cloud product department of Kingdee China, mainly introducing current trademarks of the Company and planning future trademarks to help improve the Company's brand value.
- 2022年5月26日，針對金蝶中國HR雲產品部開展商標培訓，主要介紹公司目前商標佈局態勢，並規劃未來商標佈局方向，助力公司品牌價值提升。
- On September 16, 2022, a patent training was conducted for the R&D staff of Kingdee Cloud Galaxy product department. Experts from external agencies were invited to conduct the training together, setting up multiple sessions including theoretical lectures, case studies and interactive Q&A sessions which received enthusiastic response.
- 2022年9月16日，針對金蝶雲星空產品部的研發員工開展專利培訓，本次邀請外部代理機構專家共同開展，設置理論講解、案例分析、互動答疑等多個環節，現場反響熱烈。



Picture: IP training for Kingdee Cloud Galaxy product department

圖：金蝶雲星空產品部知識產權培訓

4.1.5.5 Prevention of Infringement

In compliance with intellectual property laws and regulations such as the *Patent Law of the People's Republic of China*, *Copyright Law of the People's Republic of China*, *Trademark Law of the People's Republic of China* and *Anti-Unfair Competition Law of the People's Republic of China*, Kingdee has formulated relevant rules such as the *Kingdee Open-Source and Third-Party Software Security Management Regulations*. In 2022, Kingdee amended the *Kingdee Open-Source and Third-Party Software Security Management Regulations* to further improve the regulations on the introduction, use and security risk management of open source and third party software to prevent intellectual property infringement.

Kingdee attaches importance to others' intellectual property rights, strengthens the management of the use of open source and third-party software, and promotes regulated use of images and fonts. We prohibit the use of unofficial open source and third-party software and require employees to strictly comply with open source license agreements. In addition, we have created an approval process for third-party software and set up an intellectual property approval node. Based on the open source and third-party software names, agreements and other information submitted, a dedicated person is responsible for

4.1.5.5 防範侵權

金蝶遵守《中華人民共和國專利法》《中華人民共和國著作權法》《中華人民共和國商標法》《中華人民共和國反不正當競爭法》等在知識產權方面的法律法規，制定《金蝶開源及第三方軟件安全管理規範》等相關制度。2022年，金蝶修訂《金蝶開源及第三方軟件安全管理規範》，進一步完善包括開源及第三方軟件的引入、使用、安全風險管理等規定，防範知識產權侵權。

金蝶注重保護他人知識產權，加強開源及第三方軟件的使用管理，宣導圖片、字體的規範使用。我們禁止使用非官方渠道的開源及第三方軟件，要求員工嚴格遵守開源許可協議。同時，我們創建第三方軟件審批流程，設置知識產權審批節點，根據提交的開源及第三方軟件名稱、協議等信息，由專人負責判斷知識產權風險的可能

determining the likelihood of intellectual property risks and ensuring proper use of open source and third-party software.

Meanwhile, the Company signs a user agreement with the licensor when using third party intellectual property, and we strictly comply with the agreement in using third party intellectual property.

性，保證規範使用開源及第三方軟件。

同時，公司在使用他人知識產權時與授權方簽署使用協議，我們嚴格按照協議內容規範使用他人知識產權。

Key Performance Indexes 關鍵績效

In 2022, there were no IPR litigation against us, no case against us claiming compensation for IPR infringement and no complaint against us filed with the Industry and Commerce Administration for IPR infringement during the year.

2022 年，全年無知識產權被訴糾紛，無知識產權侵權賠償案件，無知識產權侵權工商投訴事件。

4.1.5.6 Self-advocacy

Kingdee has been cracking down on piracy and infringement through various online and offline means to protect the legitimate rights and interests of the Company, maintain the order of market operation and purify the business environment. We set up special positions with dedicated personnel to monitor corporate brand infringement and software piracy, and carry out the protection of rights and trademarks.

4.1.5.6 自主維權

金蝶通過線上線下的多種方式，嚴厲打擊盜版侵權行為，保護公司合法權益，維護市場經營秩序，淨化營商環境。我們設置專門崗位與專人負責企業品牌侵權、軟件盜版等監控工作，開展維權和商標的維權。

Key Performance Indexes 關鍵績效

In 2022, there were 12 IP litigation cases brought by us, of which 7 had been concluded, with a compensation amount of RMB1.58 million for us. Six cases were adjudicated in the first instance, with a compensation amount of RMB2.62 million.

2022 年，公司知識產權打假維權案件共 12 件，已結 7 案件獲賠金額 158 萬元；一審判決案 6 個，判決金額共計 262 萬元。

• **Online:** We expand the scope of monitoring IP related activities on e-commerce platforms to include popular UGC platforms such as Douyin and Kuaishou. We export in batch a list of sellers through search software and, after manual screening, classify non-authorized sellers by the type of infringement and request them to stop infringing through notifications, complaints, reports, letters and lawsuits, improving the efficiency and reducing the cost of IPR protection.

• **Offline:** Continue to build up the piracy crackdown team. In addition to team members from our intellectual property department, audit department, legal department and various product technology departments, partners and clients can also participate in discovering piracy clues and cracking down on piracy.

• **線上：**我們擴大電商平台的維權監控範圍，增加對抖音、快手等熱門短視頻平台的監控；另外通過檢索軟件批量導出銷售商清單，經人工篩檢後，對非授權銷售商按照侵權類型進行分類，並通過通知、投訴、舉報、發函、訴訟等方式要求其停止侵權行為，提高維權效率，降低維權成本。

• **線下：**繼續完善盜版打擊小組建設，小組成員除公司內部知識產權部、審計部、法律部及各產品技術部門外，同時合作夥伴和客戶可參與發掘盜版線索，共同打擊盜版行為。

Case: Kingdee fights piracy on e-commerce platforms to actively defend its rights**案例：金蝶整治電商盜版，積極維護自身權益**

In June 2022, the intellectual property department discovered that the defendant, Mr. Huang, was selling pirated KIS software on the Pinduoduo platform through his store named "Ying Jian Dian", with sales of over 800 units, infringing upon Kingdee's trademark rights. We responded and filed a lawsuit upon our discovery of the same. On December 21, 2022, the case was adjudicated in the first instance, the defendant Mr. Huang and related companies were ordered to compensate Kingdee for its financial losses and defense costs, totaling RMB1,003,900.

2022年6月，知識產權部發現被告黃某在拼多多平台經營的店鋪「硬件店」銷售盜版 KIS 軟件，銷量超過 800 件，侵犯金蝶商標權。我們發現後立即回應並立案。2022年12月21日，該案收到一審判決，判令被告黃某及相關公司賠償金蝶經濟損失及維權費用共計 100.39 萬元。

The case represents the highest amount of compensation awarded in recent years in an IPR infringement case involving an e-commerce platform, and is a positive outcome of Kingdee's IPR protection efforts, contributing to the purification of the business environment and the crackdown on piracy on e-commerce platforms.

該案是近年來電商平台侵權案件中判賠金額最高的一件，是金蝶維權工作的優秀成果，為淨化營商環境、整治電商盜版做出貢獻。

4.2 Better Ecosystem

Kingdee has always insisted on developing with the industry, building partnerships with different parties through responsible supply chain management to jointly build a sustainable value chain, helping the industry's digital transformation strategy and opening a new chapter of win-win situation for all parties.

4.2 更好的生態

金蝶始終堅持與行業共發展，通過供應鏈責任管理，與多方建立夥伴關係，共同打造可持續價值鏈，助力行業數字化轉型戰略，翻開多方共贏新篇章。

4.2.1 China Management Model Research (CMMR)

Vision: Become the most influential research and application institute of Chinese management mode

Mission: Let Chinese management mode rise globally

Core values: Seek truth from facts and unify knowledge and action

4.2.1 中國管理模式研究

願景：成為最有影響力的中國管理模式研究與應用機構

使命：讓中國管理模式在全球崛起

核心價值觀：實事求是，知行合一

In 2008, Kingdee, together with the Chinese Academy of Management and well-known domestic business schools (management schools), launched a program for the selection of outstanding Chinese management models, with the mission of "letting Chinese model rise globally". During the reporting period, the program set three awards, including China Management Model Excellence Award, China Management Model Innovation Award and China Digital Breakthrough Practice Award.

金蝶積極探索中國企業特色發展與管理模式，於 2008 年與中國管理現代化研究會及國內知名商學院（管理學院）以「讓中國管理模式在全球崛起」為志，發起中國管理模式傑出獎遴選活動。截至報告期內，該獎項共推出三個子獎項的設置與遴選，包括中國管理模式傑出獎、中國管理模式創新獎、中國數字化突破實踐獎。

Award Name 獎項名稱	Objective 獎項目標	2022 Winner 2022 年獲獎公司
China Management Model Excellence Award 中國管理模式傑出獎	<p>The award is usually given to established companies. We aim to recognize outstanding companies that have made outstanding and measurable achievements in multiple dimensions, and through their outstanding management practices, provide guidance to companies that are facing serious challenges.</p> <p>該獎項的獲得者通常為成熟企業，我們將對實現多維度可辯別、可衡量的傑出企業進行表彰，旨在通過傑出企業的優秀管理實踐經驗為正在面臨嚴峻考驗的企業提供借鑒與指導。</p>	Liqun Group Co., Ltd. 利群集團股份有限公司 Zuoyou Furniture (Shenzhen) Co., Ltd. 深圳市左右家私有限公司 Schneider Electric (China) Co., Ltd. 施耐德電氣（中國）有限公司
China Management Model Innovation Award 中國管理模式創新獎	<p>The winners of the China Management Model Innovation Award are usually emerging companies adhering to long-term values, focusing on stakeholder interests, continuously innovating practices in terms of business, internal management and external industry value chain synergies, innovating products and services, challenging the competitive landscape of the industry, and creating new experiences for customers or remodeling customer value proposition.</p> <p>獲得者通常為新興企業，正在堅持長期主義價值觀，關注相關者利益，並從業務、內部管理與外部產業價值鏈協同等方面不斷創新實踐，革新產品服務、挑戰行業競爭格局、創造全新客戶體驗或重構客戶價值主張。</p>	Zhong Ken Dairy Co., Ltd. 中墾乳業股份有限公司 Jala (Group) Co., Ltd. 伽藍（集團）股份有限公司 AUO Corporation 友達光電（蘇州）有限公司 Golden Concord Holdings Limited 協鑫集團有限公司
China Digital Breakthrough Practice Award 中國數字化突破實踐獎	<p>The China Digital Breakthrough Practice Award is designed to discover enterprise management practices with outstanding achievements in the digital transformation, providing guidance in the digital management of businesses.</p> <p>該獎項致力於發掘在數字化轉型方面具有突出成就的企業管理實踐經驗，為企業數字化管理提供借鑒。</p>	Guangzhou Youxin Technology Co., Ltd. 廣州有信科技有限公司 Shenzhen Neptune Logistics Co., Ltd. 深圳市大洋物流股份有限公司 Shenzhen SPEK Group Ltd. 深圳市思貝克集團有限公司 Nanjing Jinling Holdings Ltd. 南京金陵飯店集團有限公司 Mingquan Group Co., Ltd. 明泉集團股份有限公司 Yunnan Jiayuan Huamu Green Industry Co., Ltd. 雲南嘉緣花木綠色產業股份有限公司 Jinan Bodor CNC Machine Co., Ltd. 濟南邦德激光股份有限公司

Case: The 12th China Management Global Forum, with an insight into resilient growth mechanism

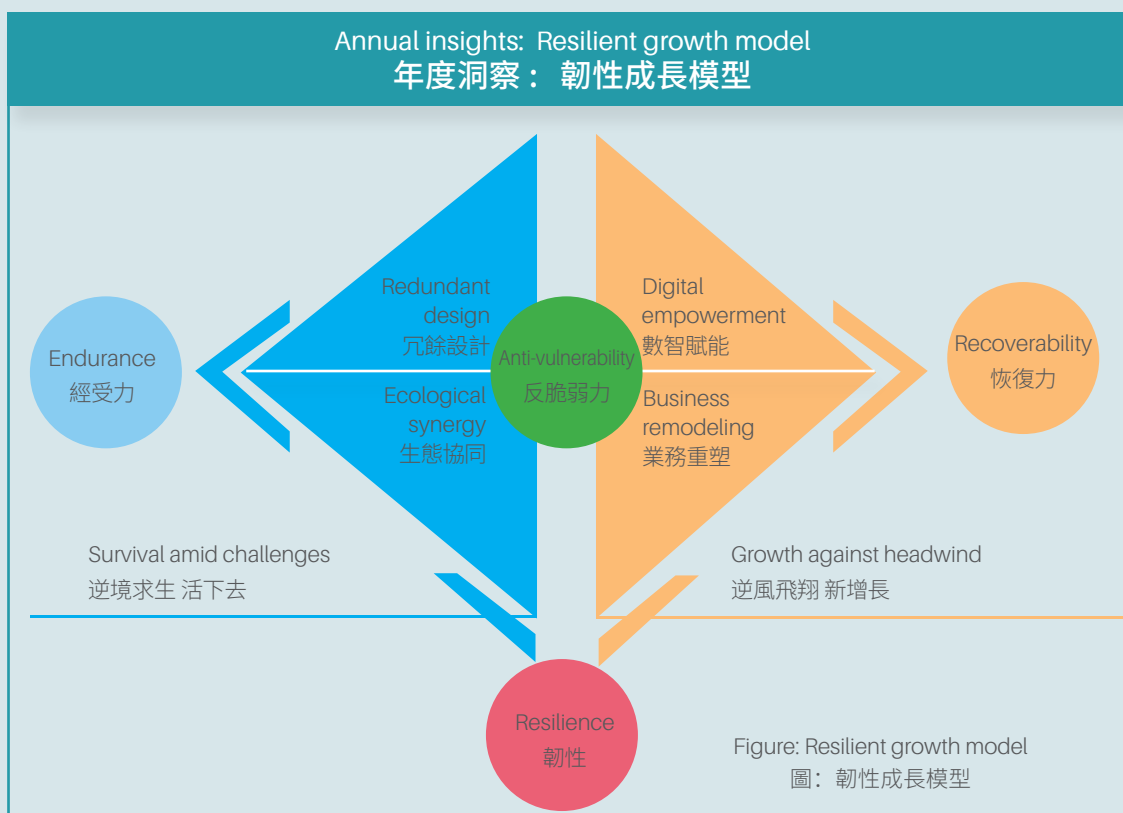
案例：第十二屆中國管理·全球論壇，洞察企業韌性成長機制

On November 5, 2022, the 12th China Management Global Forum and the 15th China Management Model Excellence Award Ceremony was successfully held, with members of the China Management Model 50+ Forum (C50+), government leaders, famous management scholars and well-known business leaders from home and abroad discussing the theme of this year's Excellence Award, "Value Symbiosis and Resilient Growth", including future development trend of corporate management models. The forum expressed that corporate resilience is essential in the process of sustainable development amid a complex and changing external environment.

2022年11月5日，第十二屆中國管理·全球論壇暨第十五屆中國管理模式傑出獎頒獎盛典順利開展，中國管理模式50人+論壇（簡稱C50+）成員與政府領導及海內外著名管理學者、知名企業領導者就本屆傑出獎主題「價值共生韌性成長」，對企業管理模式的未來發展趨勢進行研討，論壇表示面對複雜多變的外部環境，企業韌性是可持續發展過程中必不可少的要素。

In addition, the forum issued the *Annual Insights of C50+ for 2022*. According to C50+, "Resilience is indispensable for organizations to face adverse events, whether through difficulties and grow sustainably. The 'resilient growth model' must not only have the ability to endure and recover from shocks, but also have the anti-vulnerability to emerge from shocks". The report thus proposed a resilient growth model of "redundant design, ecological synergy, business remodeling and digital empowerment" to help enterprises achieve value symbiosis and resilient growth.

此外，本次大會C50+發佈《C50+2022年度洞察》報告。C50+表示，「韌性是組織面對逆境事件、渡過難關、持續成長不可或缺的特性，而「韌性成長模型」，不僅要具有承受外部衝擊的「經受力」，從衝擊中復原的「恢復力」，還包括從衝擊中反超改進的「反脆弱力」。報告由此提出「冗餘設計、生態協同、業務重塑、數智賦能」的企業韌性成長模型，助力企業實現價值共生、韌性成長。



4.2.2 Win-win with Partners

In order to improve the ecosystem, Kingdee upholds the philosophy of "staying together through thick and thin for a win-win future" and continues to implement the strategic goal of "wholeheartedly helping partners succeed and building a world-class enterprise application software market". Based on its own product and service advantages, Kingdee teams up with its partners to build a prosperous ecosystem, taking advantage of the opportunities associated with rapid growth of the industry and empowering enterprises for digital transformation. Meanwhile, redefining partnership under the cloud model, Kingdee focuses on products while its partners focus on implementation and services, both oriented by customer success and complementing each other's strengths to achieve win-win cooperation. In 2022, Kingdee was selected into the *China Academy of Information and Communications Technology's Double Curve and Double Quadrant for Enterprise Digital Transformation (2022 Edition)*, as the only SaaS service vendor recognized as a leader in terms of both industry enablement value and technology service capability. The Kingdee Zhuiguangzhe Digital Industry Fund will provide financial support to partners undergoing digital transformation through industrial investment.

In order to achieve a win-win situation with its ecological partners, Kingdee focuses on building an ecological system consisting of "four partners and two alliances".

4.2.2 夥伴共贏

金蝶完善更好的生態「風雨同舟 共創共贏」哲學，持續落實「全心全意幫助夥伴成功，打造世界級企業應用軟件交易市場」戰略目標，基於自身產品與服務優勢，攜手合作夥伴構建繁榮生態鏈，利用行業高速發展帶來的機遇，為企業數字化轉型賦能，同時金蝶也重新定義了雲模式下的合作夥伴關係，金蝶聚焦產品，夥伴聚焦交付與服務，以客戶成功為導向，雙方優勢互補，與夥伴共生共贏。2022年，金蝶入選信通院《企業數字化轉型發展雙曲線和雙象限(2022版)》，是唯一在行業賦能價值和技術服務能力雙領域中被認定為引領者的SaaS服務廠商。金蝶追光者數字產業基金將通過產業投資方式，為正在進行數字化轉型的夥伴企業提供資金支持。

金蝶注重生態夥伴體系構建，打造共創共贏的生態合作夥伴體系，包括「四大夥伴，兩大聯盟」。



- Sales Service Partner (SSP): Partners with business opportunities development and sales capabilities who provide customers with sales and implementation services of Kingdee products and expand the market together with Kingdee.

- Professional Service Partner (PSP): Partners with consulting, implementation and customized development capabilities to provide professional services for customers based on Kingdee products.

- Independent Software Vendor (ISV): Software partners who develop products based on Kingdee platforms, or software developers who provide integration with Kingdee platforms/products.

- 營銷服務夥伴 (SSP): 具備商機開拓與銷售能力，為客戶提供金蝶產品的銷售與實施服務，與金蝶共同拓展市場的合作夥伴。

- 專業服務夥伴 (PSP): 具備諮詢、實施、客戶化開發等能力，依託金蝶產品為客戶提供專業服務的合作夥伴。

- 獨立軟件開發商 (ISV)：基於金蝶相關平台研發產品的軟件夥伴或者提供與金蝶相關平台 / 產品集成的軟件開發商。

• Technology Platform Partners (TPP): Partners with industry-leading technology and platform capabilities that are adapted to or integrated with Kingdee products and platforms to jointly create competitive integrated solutions.

• Business Alliance (BA): Provide Kingdee with opportunities for cooperation with industry associations/media and academia to enhance Kingdee's brand influence.

• University Alliance (UA): In response to the industry's new requirements for talent cultivation, we carry out cooperation with universities for industry-education integration, jointly build industrial colleges and laboratories, and jointly cultivate talents for industrial digitalization to support the development of digital economy.

In light of the development of business with ecological partners, in 2022, Kingdee formulated the *2022 Kingdee ISV Partner Recruitment and Institutional Sales Incentive Measures, Kingdee ISV Partner Joining and Management Measures, Kingdee Authorized Service Partner Management Measures, Annual Appraisal Measures for Outstanding Chinese Partners of Kingdee, Management Measures for Punishment of Kingdee Ecological Partners in Violation of Rules* as well as other internal regulations on partner management to improve Kingdee's strategic cooperation system, improve service quality and fully support partner development.

• Through online and offline methods, Kingdee conducts special training for partners' sales, implementation, development and customer success personnel to enhance their abilities and help ecological partners grow. During the reporting period, we organized 17 offline training camps for all SSPs, such as Partner Business School, Consultant Training Camp, Spring Rain Program and Autumn Harvest Program, as well as livestreaming courses at least three times a week, covering methodologies, industry solutions, practical guidelines and excellence sharing in various fields. A total of 997 ISV partners participated in the 10 training sessions held for ISV partners on the Eco China Tour. Firstly, through introducing the latest technology scenarios and highlights of the new generation of Kingdee Cloud Cosmic enterprise PaaS platform such as KDDM, low-code high productivity application development platform, AI technology, IoT technology, big data technology, etc., Kingdee empowered more Cosmic developers and helped ISV partners improve Cosmic development expertise and implementation capability. Secondly, by introducing the latest policies and trends of Kingdee ecosystem, Kingdee provided new trends in Kingdee ecological development and discussed new ideas of ecological development with partners. Finally, we shared the best practices of Kingdee ISV benchmarks, such as Cosmic ecological practices of benchmark partners Shenzhen Unbounded, Shenzhen Moya Technology, Qingdao Romens, discussing the new future of Cosmic ecological development and help partners succeed.

• 技術平台夥伴 (TPP)：指擁有業界領先技術和平台能力，與金蝶產品和平台相適應或集成，共同打造具有競爭力的一體化解決方案的合作夥伴。

• 商業聯盟 (BA)：為金蝶提供行業協會 / 媒體學術界合作機會，提升金蝶品牌影響力。

• 院校聯盟 (UA)：順應產業發展對人才培養的新要求，與院校開展產教融合校企合作，共建產業學院與實驗室，聯合培養產業數字化人才，服務數字經濟發展。

基於各類型夥伴業務發展，2022 年生態業務制定了《2022 金蝶 ISV 夥伴招募及機構銷售激勵辦法》《金蝶 ISV 夥伴加盟及管理辦法》《金蝶授權服務夥伴管理辦法》《金蝶中國合作夥伴年度評優辦法》《金蝶生態合作夥伴違規處罰管理辦法》等內部夥伴管理辦法，完善金蝶戰略合作體系，提高服務質量，全力支持夥伴發展。

• 金蝶通過線上與線下相結合的方式，面向夥伴的銷售、實施、開發、客戶成功等人員開展專項提能培訓，助力生態夥伴成長。截至報告期內，面向所有營銷服務夥伴開展了 17 場例如夥伴商學院、顧問訓練營、春雨計畫、秋收行動等線下賦能訓練營，以及至少每週 3 場的頻次開展線上直播課程，涵蓋各領域方法論、行業解決方案、实操指引、優秀分享等內容。面向 ISV 夥伴舉辦了 10 場生態中國行培訓，共 997 家 ISV 夥伴參與培訓，首先通過介紹金蝶雲·蒼穹新一代企業級 PaaS 平台最新技術場景和亮點如雲端動態領域模型、低代碼的高生產力應用開發平台、AI 技術、物聯網技術、大數據技術等，賦能更多蒼穹開發者，提高 ISV 夥伴蒼穹開發專業和交付能力；其次，通過介紹金蝶生態最新政策和動向，傳遞金蝶生態發展新動向，與夥伴共商生態發展新思路；最後，通過金蝶 ISV 生態標杆最佳實踐分享如 ISV 夥伴標杆深圳無邊界、深圳莫亞科技、青島雨諾等蒼穹生態實踐之路介紹，共議蒼穹生態發展新未來，助力夥伴成功。

• Kingdee has been cooperating with Tencent, iSoftStone, KPMG and other strategic partners in the areas of platform research, product integration and ecological reciprocity, in order to continuously promote the sharing of advantageous resources and deepen win-win cooperation, jointly lead industry solutions, promote the digital development of industry and create a new digital future. Kingdee will do its utmost to promote the transformation and upgrading of its partners and seek a new future of cloud together.

• Benchmark implementation service partner - iSoftStone: Its focus is on supporting Kingdee's strategic project implementation. Since its strategic cooperation with Kingdee in 2019, it has served 100+ Kingdee customers across 16 key industries and accumulated more than 40 solutions. In 2022, its professional services business with Kingdee exceeded RMB30 million.

• Benchmark ISV - Shenzhen Unbounded: It is an expert in "asset management and equipment service" for Cosmic ecosystem. Starting from scratch in 2021, it built a new product based on Cosmic, and completed the initial development and successfully released the product in 4 months. With strong professional capabilities, it achieved revenue exceeding RMB10 million for two years, and achieved high customer satisfaction. Typical projects included Guangzhou Baiyun Airport, Zhengzhou Metro, China Pharmaceutical, CRRC Tangshan, etc.

• Benchmark SSP - Shenzhen Yingfang: It helps the transformation of Kingdee's cloud customers and grows together with them. From 2017 to 2021, it focused on the digital transformation of Kingdee Cloud Galaxy customers, laying a valuable foundation for cloud transformation. In 2022, along with Kingdee's core strategy of "Platform + HR & Finance & Tax + Ecosystem", Shenzhen Yingfang created a new information management model of "Management + IT" to meet the needs of enterprises for information technology and management consulting. Based on Kingdee's "platform + ecology" strategy, it makes use of Kingdee's enterprise service capabilities and Shenzhen Yingfang's solutions in the electronics industry and manufacturing industry to keep exploring and opening up for a win-win situation.

• The Company joined hands with well-known domestic and foreign consulting service companies, technology service partners and ITAI partners to build an ecosystem to promote the rapid development of the domestic ITAI industry, and open up the ecosystem to achieve a new path of cooperation.

• The Company continued to cooperate with well-known domestic and international consulting services companies, reached strategic cooperation with Deloitte, Ernst & Young, ShineWing, HAND Enterprise and JGDT, etc., and deepened cooperation with KPMG, iSoftStone and ChinaSoft International, in order to build a Kingdee implementation ecosystem and support the Group's strategy to branch into the large enterprise market;

• 一直以來，金蝶與騰訊、軟通動力、畢馬威等戰略夥伴在平台共研、產品集成及生態互惠等方面進行深度合作，持續推動優勢資源共享、深化合作共贏，共同引領行業解決方案，推動產業數字化發展，開創全新的數字化未來。同時全力推動夥伴轉型升級，共謀雲端、決戰的新未來。

• 交付服務標杆夥伴 - 軟通動力：聚焦支撐金蝶戰略項目交付，自 2019 與金蝶開啟戰略合作以來，在 16 個重點行業，服務了 100+ 家金蝶客戶，沉澱解決方案與能力 40 多個，2022 年與金蝶的專業服務業務規模突破 3,000 萬。

• ISV 標杆夥伴 - 深圳無邊界：蒼穹生態的「資產管理與設備服務」專家，2021 年 0 基礎開始，基於蒼穹打造新產品，4 個月完成初版開發並通過產品上架；兩年營收超 1,000 萬，夥伴專業能力強，客戶項目交付滿意度高，典型項目廣州白雲機場、鄭州地鐵、中國醫藥、唐車等。

• 營銷夥伴服務轉型標杆 - 深圳贏方：金蝶雲轉型助力夥伴與客戶共同成長，2017~2021 年專注金蝶雲星空客戶數字化轉型，為雲轉型埋下高價值的種子，2022 年伴隨金蝶「平台 + 人財稅 + 生態」的核心戰略，贏方打造管理 + IT 新型信息管理模式，滿足企業對信息化與管理諮詢的需求，基於金蝶「平台 + 生態」的戰略，聚焦金蝶企業服務能力和贏方科技在電子行業、製造業的方案沉澱，持續探索，開放共贏。

• 公司聯合國內外知名諮詢服務類企業、技術服務夥伴、信創夥伴等，旨在共建生態，推動國內信創產業的快速發展，共創生態開放合作新路徑。

• 公司持續開展與國內外知名諮詢服務類企業的合作，與德勤、安永、信永中和、漢得信息、建廣數科等達成戰略合作，同時繼續深化與畢馬威、軟通動力、中軟國際的合作，構建金蝶交付生態服務體系，支撐集團進攻大企業市場戰略。

• The Company joined hands with Huawei Cloud, Ali Cloud, Tencent Cloud, Amazon AWS, Meituan and other technology service partners to continue to promote industry solution co-creation and offer full range of cross-platform products to jointly serve customers.

• The Company is actively building the ITAI ecosystem, and its products such as Kingdee Cloud Cosmic have completed adaptation certification with 23 domestic ITAI partners' products, including CECloud, Huawei Ola OS, Huawei GaussDB (for open Gauss), Ali Cloud Computing Nest, Tencent Cloud TCS and 360 Browser.

With the digitalization of enterprises shifting its focus from quantity to quality, it is particularly important to establish a symbiotic and win-win ecosystem for cooperation among enterprises. By 2022, Kingdee has made breakthrough in ecosystem construction and industry solutions co-creation. At present, the Kingdee ecosystem has covered more than 5,000 partners. In addition, more and more applications are available on the Kingdee Cloud Cosmic App Market, with more than 1,500 applications currently available, covering 19 industry categories and more than 20 business areas, enabling comprehensive digital transformation for enterprises. As a leader in the management software industry, Kingdee will work hand in hand with all its partners to succeed in the cloud business and create a win-win future.

4.2.3 Supplier Management

Kingdee takes suppliers' corporate social responsibility as an important consideration when selecting suppliers, and includes certification to ISO 9001 Quality Assurance System, ISO 14000 Environmental Management System and ISO 18001 Occupational Health and Safety Management System as a scoring item in technical bid evaluation for some projects, and suppliers certified to above systems will receive higher scores.

4.2.4 Industry Cooperation

Kingdee has established long-term strategic partnerships with the government agencies, partner companies and universities to promote the digital transformation of governments and enterprises while actively participating in the development of industry standards.

• 公司聯合華為雲、阿裏雲、騰訊雲、亞馬遜 AWS、美團等技術服務夥伴持續推進行業方案共創，完成跨平台的全線產品佈局，共同服務客戶。

• 公司積極佈局信創生態，金蝶雲·蒼穹等產品已經與中國電子雲、華為歐拉作業系統、華為 GaussDB(for open Gauss)、阿裏雲計算巢、騰訊雲 TCS、360 瀏覽器等 23 家國產信創夥伴產品完成適配認證。

企業數字化建設正在進行從量到質的「蛻變」，建立一個共生共贏的生態體系在企業合作間尤為重要。截至 2022 年，金蝶生態體系建設與行業方案聯合共創均已取得突破性發展。目前金蝶生態體系已覆蓋超 5,000 多小伙伴。此外，金蝶雲·蒼穹應用市場上架的應用數量持續增加，目前已上架 1,500 多款應用，覆蓋 19 個行業分類，20 多個業務領域，為企業數字化轉型全面賦能。金蝶作為管理軟件行業的一個領導者，將與所有夥伴攜手合作，繼續奮戰，決勝雲端，共贏未來。

4.2.3 供應商管理

金蝶在選擇供應商時將供應商的企業社會責任納入重要考慮因素，對部分項目的技術評分時，將通過 ISO 9001 質量保證體系、ISO 14000 環境管理體系和 ISO 18001 職業健康安全體系作為評分項，通過以上認證的供應商會獲得更高的評分。

4.2.4 行業合作

金蝶與政府機構、夥伴企業、院校機構建立長期戰略合作關係，推動政府、企業數字化轉型的同時積極參與行業標準的制定。

Key Performance Indexes

關鍵績效

During the reporting period, Kingdee participated in the development of four national professional security standards, two subject papers were included in the *Blue Book on Financial Applications of Artificial Intelligence Technology*, and Kingdee led or participated in 16 government projects under research, including 10 ready for acceptance inspection and one accepted.

報告期內，金蝶共參與四項國家專業安全標準的制定，兩課題論文被收錄到《人工智能技術財務應用藍皮書》，牽頭或參與的在研政府課題 16 個，其中準備驗收的政府課題 10 個，已完成驗收政府課題 1 個。

In 2022, Kingdee joined hands with Huawei Cloud Computing Technology Co., Ltd., Xi'an Jiaotong University, Beijing Fourth Paradigm Technology Co., Ltd., Kingdee Credit Technology (Shenzhen) Co., Ltd. and Chingteng Times (Shenzhen) Technology Co., Ltd. to establish the Digital Governance Working Committee of the China Association for International Cooperation of Small and Medium Enterprises, providing a professional guidance body for the digital transformation of SMEs in China.

2022 年，金蝶聯合華為雲計算技術有限公司、西安交通大學、第四範式（北京）技術有限公司、金蝶信用科技（深圳）有限公司、青藤時代（深圳）科技有限公司成立中國中小企業國際合作協會數字化治理工作委員會，為我國中小企業的數字化轉型提供專業指導機構。

Case: "Industrial Internet Conference" provided professional digital services for SMEs.

案例：「工業互聯網大會」為中小企業提供專業數字化服務

On November 21, 2022, at the SME Digital Transformation Development Forum, the Digital Governance Working Committee of the China Association for International Cooperation of Small and Medium Enterprises (the "Working Committee") was officially established. Based on Kingdee's experience in SaaS services for 7.43 million SMEs and the digital advantages of the member companies, the Committee provides professional digital services for SMEs to promote their innovative development.

2022 年 11 月 21 日，在中小企業數字化轉型發展論壇上，中國中小企業國際合作協會數字化治理工作委員（以下簡稱「工委會」）會正式成立。工委會依託金蝶 743 萬中小企業的 SaaS 數字化服務經驗結合各成員企業數字化優勢，為中小企業提供專業數字化服務，促進中小企業的創新發展。



Picture: Establishing the Digital Governance Committee
圖：數字化治理工作委員會成立

4.2.5 Training Information Talents

Kingdee believes that building an IT talent pool is the key to the digital transformation of enterprises. Seeing the shortage of information technology talents across the industries, Kingdee aligns with many universities to integrate theories and practices into the education of relevant talents and continues to help training related talents, with the vision of "the most trusted platform for training and lifelong learning of enterprise information technology talents". The Company is working with a postdoctoral workstation on the topic "Enterprise Dynamic Capabilities", and the research findings are expected to come out in 2023.

4.2.5 培養信息化人才

金蝶認為數字人才是企業數字化轉型的關鍵。面臨行業數字化人才緊缺現象，金蝶以「最值得信賴的企業信息化人才培養與終身學習平台」為願景，與多所高校合作，對相關專業人才進行理論與實踐相結合的教學，為行業持續培養高水平人才。目前，公司正與博士後工作站合作研究「企業動態能力」課題，計畫於 2023 年輸出研究成果。

Case: Organized the 11th Edition of the China Software Cup to promote the sustainable development of extraordinary software talents

案例：第十一屆「中國軟件杯」召開，促進特色軟件人才可持續發展

On August 16, 2022, the 11th Edition of the China Software Cup College Software Design Competition opened successfully in Nanjing. 30,000 teachers and students in 5,576 teams representing 800+ colleges and universities from 31 provinces and cities took part in the competition. Kingdee brought Kingdee Cloud Cosmic low-code PaaS platform and Kingdee Tianyan ITAI environment to the contestants with the aim of promoting the sustainable development of extraordinary software talents and received two awards, "Enterprise Outstanding Contribution Award" and "Industry-Education Integration Innovation Award".

2022 年 8 月 16 日，第十一屆「中國軟件杯」大學生軟件設計大賽在南京順利召開，參賽師生達 3 萬人，覆蓋全國 31 個省市 800 餘所高校 5,576 支隊伍。金蝶為本次大賽學生提供金蝶雲·蒼穹低代碼 PaaS 平台以及金蝶天燕信創環境，促進特色軟件人才可持續發展，榮獲「企業突出貢獻獎」與「產教融合創新獎」。



Picture: The 11th Edition of China Software Cup Award Ceremony

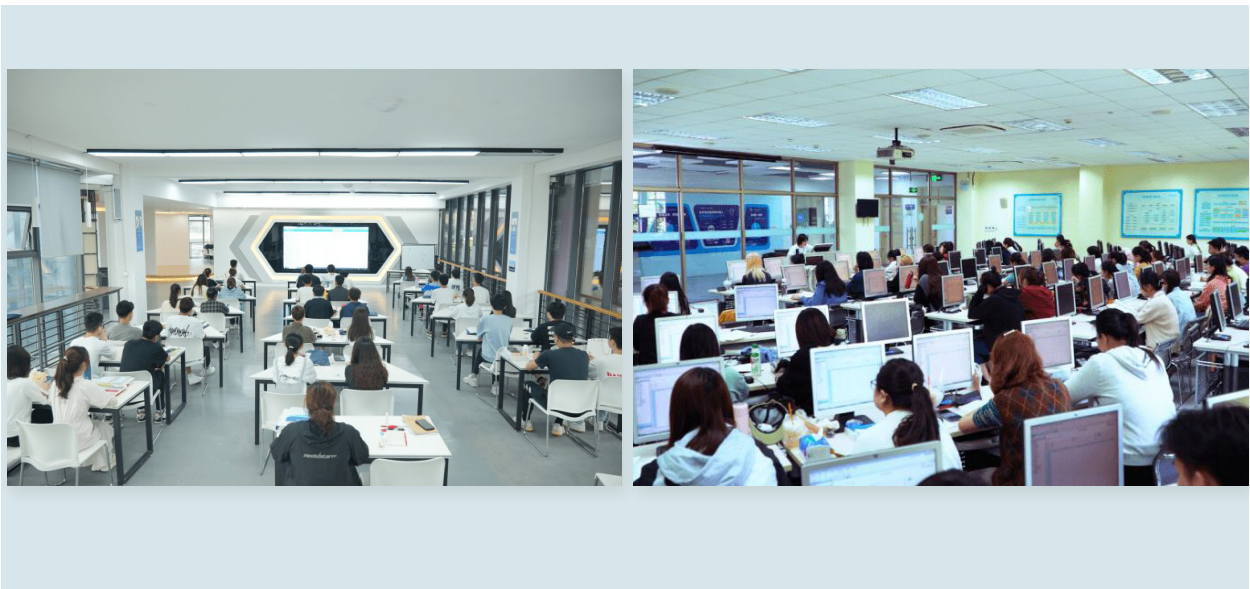
圖：第十一屆「中國軟件杯」頒獎儀式

Kingdee Jingyi Consultant College provides a variety of digital skills training at varying levels to college students and job holders. Talents were given easy access to learning opportunities both online and offline. For job holders, we offered learning services to 53,000 persons and certification services to more than 7,000 persons in 2022; for college students, offline systematic programs encompassing enterprise digitalization consulting knowledge, skills and literacy were run, and more than 30,000 students received digital skills training.

Echoing the country's call for industry-university integration and collaboration with the aim of nurturing talents and creating a high-quality education system, Jingyi Consultant College is actively involved in higher education and vocational education, contributing to the development of IT talents and growth of digital economy. During the reporting period, 136 colleges and universities including Sichuan University, Chongqing University, Huazhong University of Science and Technology, Central South University, Southern University of Science and Technology, Anhui University of Finance and Economics were helped to develop digitalization courses, intensify faculty trainings on digital literacy, and start cooperation on talent development and social services. Some 2,700 teachers sharpened their practical teaching skills. 76 labs were built with a number of colleges and universities. Moreover, college digital skills competitions were organized and participated by more than 10,000 students from over 600 colleges and universities. Some 500 digital talents started services in the industries. Kingdee also invested RMB1,824,600 to establish an intelligent financial sharing center laboratory with the School of Accounting of Tianfu College of Southwest University of Finance and Economics, leading the teaching model in the field of finance in China and taking a pioneering stance in the teaching of financial sharing consultation and planning.

金蝶精一顧問學院面向在校大學生、社會在職人才，開展多層次多類型的數字化技能培訓。積極採取線下線上方式，讓不同類型人才都可以便捷的獲得學習機會。針對社會在職人才，我們基於顧問在線學習認證平台，2022 年提供了 5.3 萬人次的學習服務，開展 7,000 多人次認證服務；針對在校大學生，我們採取線下系統性教學模式，教授內容涵蓋企業數字化顧問知識、技能、素養三大系列課程，為超過 30,000 名學生開展數字化技能培訓。

金蝶精一顧問學院響應國家產教融合協同育人、建設高質量教育體系的號召，積極參與高等教育和職業教育，推動數字人才培養，助力數字經濟發展。報告期內，服務四川大學、重慶大學、華中科技大學、中南大學、南方科技大學、安徽財經大學等 136 所高校，幫助高校開展數字化課程建設、加強師資數字素養培訓、聯合人才培養及社會服務，幫助近 2,700 名在校老師提升實踐教學水平，並與多所高校聯合共建實驗室 76 個；同時舉辦多場大學生數字技能大賽，超過 600 所高校的萬餘名學生參加，為行業輸送近 500 名數字化人才；并投資 182.46 萬元與西南財經大學天府學院會計學院合作建立智能財務共享中心實驗室，引領國內的財務領域的教學模式，開創財務共享諮詢規劃教學的先河。



4.3 Better Implementation

The governing principle of implementation is "Customer Centricity, Customer Success". For that purpose, Kingdee has put in place a unified implementation management system and defined four stages, namely, project kick-off, requirements blueprint, build & test and go-live & acceptance check. The goal of offering optimal digitalization solutions aligned with customers' strategies and business development in the implementation process has been attained.

4.3 更好的交付

金蝶秉承「以客戶為中心，客戶成功為目標」的交付指導思想，統一了交付管理體系，明確了項目啟動、需求藍圖、構建測試及上線驗收縱向四大階段，實現在交付過程中結合客戶的戰略及業務發展情況，為客戶提供最優數字化解決方案的目標。

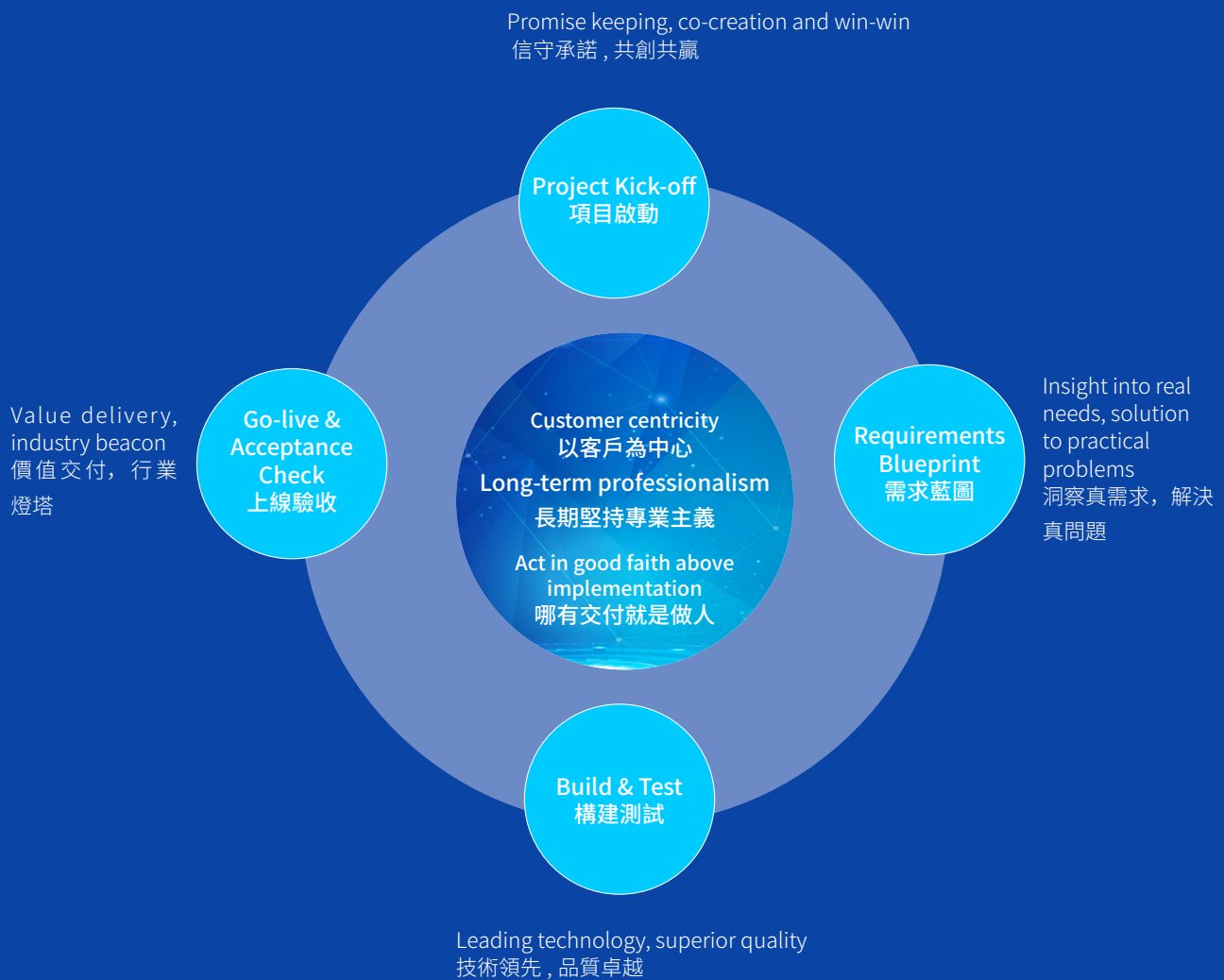


Chart: Customer Centricity
圖：以客戶為中心

- In the project kick-off stage, Kingdee keeps its promises consistently, makes clear the goal, positioning and resource plan, and thinks and acts in concert with customers for high-quality implementation.
- In the requirements blueprint stage, Kingdee, being always customer-centric, listens to, uncovers, digs into, pre-empts and outperforms customer expectations, and comes up with professional and feasible solutions to concrete problems.
- In the build & test stage, Kingdee wins the trust of customers by applying the optimal solution to product configuration and development, covering acceptance check against real-world business scenarios.
- In the go-live & acceptance check stage, Kingdee prioritizes customers' concrete problems, heightens their core competitive strength, achieves value implementation, and sets a benchmark for digital transformation in the industry.

Kingdee's implementation management system integrates Kingdee's strategy and international best practices, including 1 set of methodologies, 2 monitoring components, 2 empowerment components and 1 assurance. The new implementation system clarifies key points of control regarding project implementation operation standards, progress and cost monitoring. In 2022, the implementation management system was further refined in terms of project, business, technology and change. Implementation is more standardized. Implementation methodologies and application scenarios are expanded. 19 new industry-oriented delivery toolkits are available. The team of project managers for large projects is empowered and well trained. Now Kingdee has the capability of localized implementation.

- 在項目啟動階段，金蝶堅持信守承諾，明確目標定位、資源規劃，與客戶融合，同心同力高質量交付。
- 在需求藍圖階段，金蝶堅持以客戶為中心，聆聽、挖掘、洞察、引領並超越客戶真需求，提出專業的、可落地的真題方案，解決客戶真問題。
- 在構建測試階段，金蝶採用最優解決方案進行產品配置與開發，覆蓋真是業務場景驗收，贏得客戶信賴。
- 在上線驗收階段，金蝶著力於解決客戶真問題，提升客戶核心競爭力，實現價值交付，梳理行業數字化轉型標杆。

金蝶的交付管理體系融合了金蝶戰略及國際領先的實踐，包含 1 套方法論、2 項監控、2 項賦能、1 項保障。新交付體系明確了項目交付作業標準、進度及成本監控的關鍵管控點。2022 年交付管理體系進一步從項目、業務、技術、變革四個方面進行完善，提升交付標準化管理度，豐富實施方法論場景應用，新增 19 個行業化交付工具包、賦能培訓大項目項目經理團隊，初步形成國產替代交付能力。



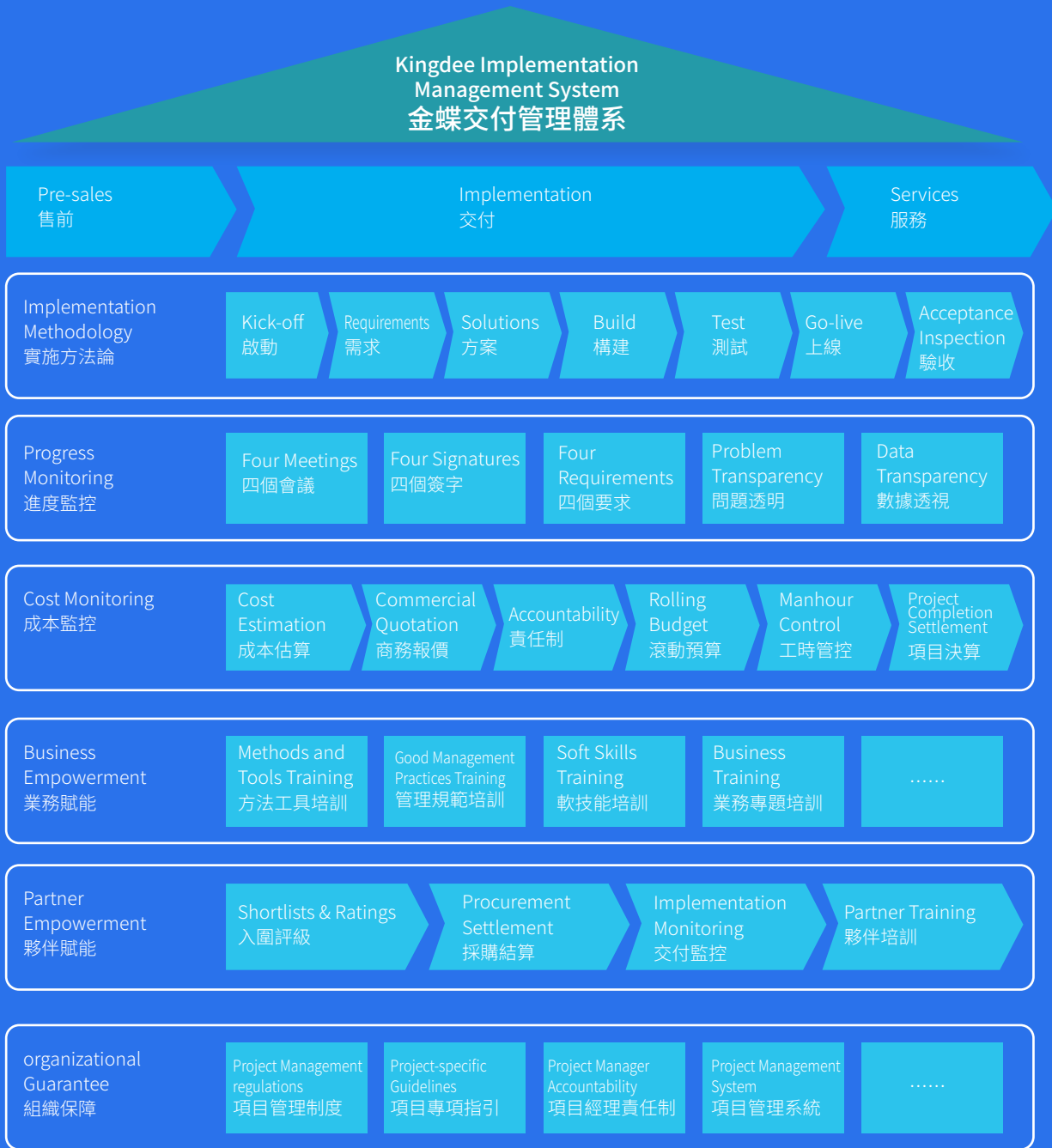


Chart: Kingdee Implementation Management System
圖：金蝶交付管理體系

In 2022, as part of our large domestic substitution project implementation practices, there were 38 events, 75 tasks and 66 deliverables of methodological update, resulting in a tangible uplift in customer satisfaction with project implementation experience. Maintaining sustainable value implementation to customers spurs Kingdee to pursue better implementation. Looking forward to 2023, the standard implementation methodology V10 coming soon is expected to bring along a more systematic, industry-oriented and digitalized implementation management system. With it, Kingdee is on track to develop comprehensive domestic substitution implementation capabilities and help corporate customers achieve efficient digital transformation.

在 2022 年國產替代大項目交付實踐中，方法論更新的 38 項活動、75 項任務、66 項交付物，顯著提升了客戶對項目交付體驗滿意度。持續為客戶創造價值交付，已經成為金蝶更好的交付不斷的驅動力，展望 2023 年即將發佈的標準實施方法論 V10，將推動金蝶交付管理體系進一步向體系化、行業化、數字化深入，實現金蝶全面的國產替代交付能力，幫助企業客戶實現數字化高效轉型。

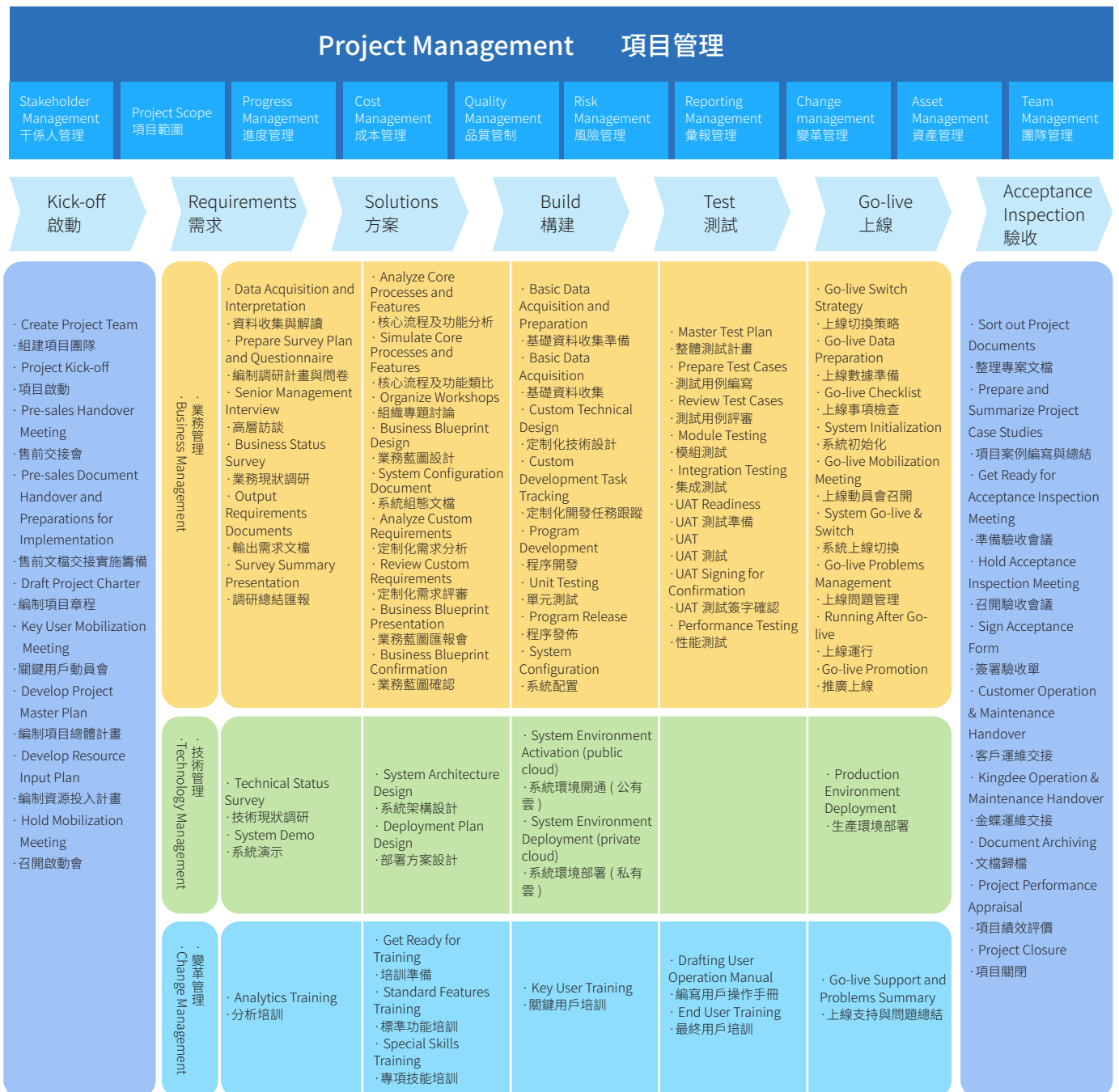


Chart: Kingdee Project Management System

圖：金蝶項目管理體系

4.4 Better Service

We strictly abide by the Law of the *People's Republic of China on Consumer Protection* and other laws and regulations, lay down a set of service sales and delivery policies including Kingdee Management Measures for Customer Success Service and Product Sales, *Kingdee Management Measures for Processing Customer Work Orders*, *Kingdee Customer Complaint Management Regulations*, and *Measures for Rewards and Punishments for Customer Feedbacks on Xu Shaochun's Personal WeChat Public Account*, and work on the perfection of a multi-faceted customer success operation system encompassing customer services, responsible marketing and delivery, and consumer complaint handling. We bring superior service experience to a diversified consumer base by improving the customer service system, carrying out efficient customer communication and increasing customer satisfaction. We look into and deal with consumer requests seriously and protect the legitimate rights and interests of customers.

Customer success requires us to effectively integrate company-wide and partners' resources to offer a desirable customer experience and to consistently provide value-creating services by applying new technologies, new architectures and new models. By customer success service, it means professionals, consultants and experts employed or authorized by Kingdee, in any stage of dealing with the customer, seek to provide guidance, consulting, advice, solutions and best practices to our customers and their users, continuously create value for customers and help enterprises achieve digital transformation. In this way, the ways to materialize Kingdee customer success services, products and solutions begin to take shape.

Via Xu Shaochun's personal WeChat public account, customer experience is monitored all along and continuously improved. In 2022, his personal WeChat account received 473 positive reviews from customers (up 10% year on year), on products, services, implementation, among other things. Praises outnumbered complaints for the first time.

4.4.1 Building A Customer Success Operation System

Kingdee unswervingly lives up to Customer Centricity and is committed to delivering better services. In 2022, we issued the *Measures for Rewards and Punishments for Customer Feedbacks on Xu Shaochun's Personal WeChat Public Account* to specify rewards and punishments depending on customer feedback on Xu Shaochun's personal WeChat public account, such as praises, reviews and complaints, for the purpose of more pertinent customer management.

Customer success-oriented business targets and performance targets are set every year, and revised and fine-tuned as the case may be. To deliver

4.4 更好的服務

我們嚴格遵守《消費者合法權益保護法》等法律法規，制定《金蝶客戶成功服務產品銷售管理辦法》《金蝶客戶工單處理管理辦法》《金蝶客戶投訴管理辦法》《徐少春個人號客戶反饋獎懲辦法》等服務銷售與交付政策，完善客戶服務、負責任營銷與交付、消費者投訴處理的全面的客戶成功經營體系。我們通過不斷完善客戶服務體系，開展高效客戶溝通，提升客戶滿意度，為不同類型的消費者帶來優質的服務體驗。我們認真對待和處理消費者訴求，保障客戶的合法權益。

客戶成功是有效整合公司與夥伴資源為客戶提供卓越的全旅程體驗，持續利用新技術、新架構、新模式為客戶創造價值的服務。金蝶的客戶成功服務是指內部或授權的專業人員、顧問、專家在客戶全旅程的每個階段，為客戶及其用戶提供指導、諮詢、建議、解決方案和最佳實踐，為客戶持續創造價值，幫助企業實現數字化轉型，並形成金蝶客戶成功服務產品和解決方案實現方法。

通過徐少春個人號，對公司全旅程進行監控，客戶體驗不斷得到改善，2022年個人號累計收到客戶表揚473次（同比提升10%），表揚內容主要涉及產品、服務、交付等方面，同時也首次實現客戶表揚數量超過客戶投訴數量。

4.4.1 建設客戶成功經營體系

金蝶堅持「以客戶為中心」，致力於打造更好的服務。2022年，我們發佈《徐少春個人號客戶反饋獎懲辦法》，規定徐少春個人號運營規範的管理及獎懲辦法，明確針對客戶反饋，如客戶表揚、評價及投訴的員工獎懲措施，加強客戶管理。

我們每年設立客戶成功的經營目標和績效目標，並依據業務情況進行調整改善。為

on the preset targets and improve customer experience, Kingdee prioritizes subscription renewal, service and product sales, and terminal product customer conversion in customer success operation and service work. In 2022, some of our top priorities were system enhancement, process optimization and customer experience improvement.

• **Sharpen customer success operation capabilities:** We optimized and released the customer success operation methodology, elaborated on 6 key tasks and 10 standard actions, and improved the customer success operation system by means of front-line empowerment and phase-in and proving by institutions.

• **Meet customer-specific service needs:** Based on the transformation of subscription business, the service system was revamped. The Kingdee customer success service blueprint was structured and shaped according to customer needs. Three service products were optimized in a hierarchical way.

• **Optimize product and service quality processes:** A lamp-pressing mechanism was introduced to drive efficient problem solving. A product problem tagging system was created to boost improvement in services and products.

• **Encourage DIY problem solving by customers:** Our efforts on community operations and intelligent services were redoubled to improve self-service efficiency.

• **Continuously improve user experience:** A user experience improvement strategy was developed and implemented by building a user experience evaluation system across the journey.

In 2022, we launched a renewal breakthrough program to promote normative and systematic renewal operation, optimize the customer success operation system and increase renewal customer satisfaction. The renewal breakthrough program, by following two overarching business strategies, optimized the customer success operation system building and renewal processes. The Customer Rights and Interests Center was established, the customer success operation system was optimized and the online renewal process was rolled out, all in the interests of Kingdee subscription customers, customer success managers and business partners. As a result, the renewal customer satisfaction rate climbed up from 64.7% to 100%.

實現目標，不斷優化客戶體驗，金蝶重點圍繞訂閱客戶續約、服務產品銷售、端產品客戶轉換，開展客戶成功經營和服務工作。2022年，我們的重點工作放在完善體系、優化流程、提升客戶體驗等方面。

• **提升客戶成功經營能力：**優化發佈客戶成功經營方法論，細化6個關鍵任務10個標準動作，通過賦能一線並經機構逐步試點驗證，完善客戶成功經營體系。

• **滿足客戶個性化服務需求：**基於訂閱業務轉型重構服務體系，依據客戶需求梳理並形成金蝶客戶成功服務服務藍圖，並分級優化三大服務產品。

• **優化產品及服務質量流程：**增加按燈機制，提高問題解決效率，建立產品問題標籤體系，推動服務及產品的改進。

• **推動客戶自助問題解決：**加大社區運營與智能服務建設，提升自助服務效率。

• **持續提升用戶體驗：**通過構建全旅程用戶體驗評測體系，制定並實施用戶體驗改進策略。

2022年，我們開展續約突破項目，推動續約業務的規範化體系化運作，以優化客戶成功經營體系，提高客戶續約滿意度。續約突破項目基於兩大業務策略進行客戶成功經營體系的構建和續約流程的優化，完成客戶權益中心建設、客戶成功經營系統優化以及客戶線上續約流程上的，使得金蝶訂閱客戶、客戶成功經理、業務夥伴均可受益，客戶續約滿意度從64.7%提升至100%。

Business Strategy 1: Better Renewal Customer Experience 業務策略一：更好的客戶續約體驗	Business Strategy 2: More Standardized Customer Success Operation System 業務策略二：更標準化的客戶成功經營體系
Reminder Standardization: Reshape reminder notices across the renewal journey 提醒標準化：重構續約全過程通知提醒 Online Renewal: Promote online contract renewal 續約線上化：推動續約簽訂線上 Visualization of Rights and Interests: Build a unified Customer Rights and Interests Center 權益可視化：建設統一客戶權益中心	Build: Build a system of customer success operation methodologies 構建：建設客戶成功經營方法論體系 Practice: Delve into institutional and business scenarios 踐行：深入機構及業務場景 Cornerstone: Build a customer success operation system 基石：建設客戶成功經營系統

Table: Two Business Strategies for the Renewal Breakthrough Program
 表：續約突破項目兩大業務策略

Project Target and Strategy Decoding 項目目標及策略解碼



Chart: Target and Strategy of the Renewal Breakthrough Program
 圖：續約突破項目目標及策略

Case: Kingdee has built a lifecycle user experience evaluation system to respond to user needs
案例：金蝶構建全旅程用戶體驗評測體系，回應用戶需求

In April 2022, Kingdee began to build a lifecycle user experience evaluation system. This system is expected to help do informed user research, prioritize user experience plans, and track the effectiveness of experience design. It is an important part of enterprises' experience management capabilities.

2022年4月，金蝶開始建設用戶全旅程體驗評測體系，該體系有助於指導用戶研究，確定用戶體驗計畫的優先順序，跟蹤體驗設計的有效性，是企業體驗管理能力的重要組成部分。

We combine subjective and objective evaluations, design a set of indicators at any touchpoint along customer lifecycle, and keep track of any changes to the indicators. We understand customer expectations, identify key opportunities, and develop and implement our user experience improvement strategy. In the meantime, our users' voice is heard and the customer journey is assessed honestly. So far, we have gathered 193,000 user reviews on product implementation and delivery, use of products, community self-service, etc., which may urge our business units to make a difference.

我們採用主觀評價與客觀評價相結合的方式，在用戶全旅程各觸點設計了一系列指標，並持續跟蹤該指標的變化，不斷了解客戶期望，找到關鍵機會，制訂並實施用戶體驗改進策略。同時，我們充分聆聽用戶聲音，衡量客戶全旅程的真實狀況，迄今共收集 19.3 萬人次用戶評價，包括產品實施交付、客戶產品使用、社區自助等方面，推動業務部門變革。

金蝶用戶體驗監控看板，驅動和衡量觸點用戶體驗改善



Chart: Lifecycle User Experience Evaluation System

圖：全旅程用戶體驗評測體系

Key Performance Indexes**關鍵績效**

In 2022, Kingdee met its targets in all customer service indicators.

2022 年，金蝶各項客戶服務指標均達成目標。

Service response timeliness target was 95%, with actual figure at 99.6%.

服務回應及時率目標 95%，實際達成 99.6%。

Work order satisfaction target was 95%, with actual figure at 97.5%.

工單滿意度目標 95%，實際達成 97.5%。

Customer service closure rate target was 90%, with actual rate at 97%.

客服解決率目標 90%，實際達成 97%。

A customer satisfaction survey is run annually to track and monitor customer satisfaction with Kingdee and find out how they think of and rate Kingdee as a whole and our services. In 2022, a Kingdee Cloud Community survey questionnaire was handed out among Kingdee customers, covering Kingdee Cloud Constellation, Kingdee Cloud Galaxy, Kingdee Cloud Cosmic and other products. The survey results indicate customer satisfaction at 85%. We will continue to improve customer satisfaction with products and services of better quality in the future.

By means of online and offline trainings, lectures, etc., we seek to sharpen the workforce's customer success capabilities and empower marketing, sales and other departments. In 2022, we organized a great variety of training on customer management, services & products, solutions, among other topics. 4 offline training sessions were attended by more than 310 persons; whereas 35 online training sessions recorded more than 1,000 trainees. We organized 18 episodes of Kingdee Customer Success Lecture, covering an audience of more than 36,000 people, including customers, institutional workforce and partners.

4.4.2 Developing Customer Success Service Blueprint

Based on customer feedback and requirements, Kingdee summarizes customer rights & interests and pertinent services in five dimensions, use of products, system operation & maintenance, service experience, value enhancement and user growth, together constituting a customer success service blueprint.

我們每年開展客戶滿意度調查，跟蹤監測金蝶客戶的滿意度狀態，了解金蝶客戶對整體和服務的評價和看法。2022 年，我們針對金蝶客戶開展金蝶雲社區問卷調研，覆蓋金蝶雲·星瀚、金蝶雲·星空、金蝶雲·蒼穹等產品，調研結果顯示客戶滿意度 85%，未來我們將繼續完善產品與服務質量，提升客戶滿意度。

我們通過線上及線下培訓、講堂等方式，積極開展員工的客戶成功能力提升，為營銷、銷售等部門賦能。2022 年，我們組織多樣化的培訓，涵蓋客戶經營、服務產品、解決方案等主題，其中線下培訓 4 場，覆蓋 310 餘人；線上培訓 35 場，覆蓋 1,000 餘人。我們組織金蝶客戶成功大講堂活動，共開展 18 期課程，覆蓋客戶、機構員工及夥伴 36,000 餘人。

4.4.2 制定客戶成功服務藍圖

金蝶根據客戶反饋和訴求，從產品使用、系統運維、服務體驗、價值提升、用戶成長五個維度，總結客戶權益和相應的服務內容，形成客戶成功服務業務藍圖。

Customer Interactions 客戶互動	400 Hotline 400 熱線	Kingdee Official Website 金蝶官網	Products 產品端	Kingdee Cloud Community 金蝶雲社區	Kingdee Cloud APP 金蝶雲 APP	Personal WeChat Account 個人號
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Customer Success Services 客戶成功服務	Customer Rights & Interests 客戶權益	<p>Use of Products 產品使用</p> <ul style="list-style-type: none"> Activation and Application Management 開通與應用管理 Quick Learning of Products 快速熟悉產品 Q&A on Application of Products 產品應用諮詢 Beginners Get Started 新手上路 Product Learning and Improvement 產品學習提升 	<p>System Operation & Maintenance 系統運維</p> <ul style="list-style-type: none"> System Management 系統管理 Operation Assurance 運行保障 Security Assurance 安全保障 Troubleshooting 故障排除 	<p>Service Experience 服務體驗</p> <ul style="list-style-type: none"> Quicker Response 更快的回應 More Professional Support 更專業的支持 More Proactive Services 更主動的服務 Warmer Services 更溫暖的服務 	<p>Value Enhancement 價值提升</p> <ul style="list-style-type: none"> Management Enhancement 管理提升 Business Enhancement 業務提升 Technology Enhancement 技術提升 	<p>User Growth 用戶成長</p> <ul style="list-style-type: none"> Learning Certification 學習認證 Socializing with Circle and Study of Subjects 圈層交流與專題學習 Industry Think Tank and Cases 行業智庫與案例 Foster A Digital Mindset 數字化認知提升
	Service Contents 服務內容	<ul style="list-style-type: none"> Activation and Application Management Guidelines 開通與應用管理指引 Product User Guides 產品使用指南 Q&A on Use of Products 產品使用答疑 Quickstart for Beginners 新手快速入門 Product Knowledge and Courses 產品知識與課程 	<ul style="list-style-type: none"> System Deployment and Operation & Maintenance 系統部署與運維 System Patrol and Monitoring 系統巡檢與監控 Safeguard System Security 系統安全護航 Failure Response and Handling 故障響應與處理 	<ul style="list-style-type: none"> Green Service Channel 服務綠色通道 Exclusive Tech Manager 專屬技術經理 Exclusive Service Reports 專屬服務報告 On-site and Critical Occasion Support 現場及關鍵時刻支持 	<ul style="list-style-type: none"> Management Enhancement 管理提升 Business Enhancement 業務提升 Technology Enhancement 技術提升 	<ul style="list-style-type: none"> Certification Services 認證服務 Changemakers Events 創見者專題活動 Best Practices and Case Studies 最佳實踐與案例分析 Digital Classroom 數字學堂

Customer Success Assurance 客戶成功保障	Service Tenet 服務宗旨	Kingdee Mission: Serve enterprises wholeheartedly and let each of them shine 金蝶使命：全心全意為企業服務，讓陽光照進每一個企業	Kingdee Philosophy: Be customer-centric and adhere to long-term professionalism 金蝶哲學：以客戶為中心，長期堅持專業主義	Service Philosophy: To be the most customer-centric company in the industry 服務理念：成為業內最以客戶為中心的企業		
	Assurance System 保障體系	Xu Shaochun's Personal WeChat Public Account Operation System 徐少春個人號運營體系	Customer Lifecycle Service System 客戶全旅程服務體系	Kingdee Customer Success Operation System 金蝶客戶成功運營體系	Customer Complaints and Kingdee Quality Management Measures 客戶投訴及金蝶品質管制辦法	
	System Support 系統支撐	Call Center 電話中心	Smart Robot 智慧型機器人	Online Customer Service System 線上客服系統	KSM Work Order System KSM 工單系統	Customer Success Operation System 客戶成功經營系統

Chart: Kingdee Customer Success Service Blueprint

圖：金蝶客戶成功服務業務藍圖

Meanwhile, based on five dimensions and pairs of customer rights & interests and services, we have developed three customer success service products, namely, Standard Success Services, Advanced Success Services and Gold Success Services, to meet different customer requirements.

同時，我們依據五大維度，針對客戶權益及服務的組合，形成三大客戶成功服務產品，分別為標準成功服務、高級成功服務和金選成功服務，滿足客戶的不同需求。

• **Standard Success Services:** A basic service suite intended for all customers. Customers are well supported in product applications. In addition, self-service and learning resources, like self-service Q&A, product user guides, product knowledge base and online courses, are also available to meet the needs for standard product applications and operations.

• **Advanced Success Services:** Intended for strategic and large-/mid-sized customers. Services of higher value, including faster response, more professional technical support, more proactive services, are provided to help customers quickly enjoy the value of product applications and to meet their high-level application needs.

• **Gold Success Services:** Value-added services intended for customer-specific requirements. Under the customer success framework, solutions are offered to customers at all levels of enterprise strategic management, business management and technology management, to help enterprises meet individualized needs.

In addition, we encourage users to exchange ideas and help each other, as a complement to Kingdee's customer services. We have developed the Kingdee Cloud Community, wherein users may initiate self-help and mutual help services. Customers may log into the Cloud Community, study product courseware by themselves, or post questions in specific sections. They also have an opportunity to talk with peers or technical experts, and search for relevant questions and answers online. In this way, self-help and mutual help in the community is made possible. The community currently has about 289, 000 DAUs.

At the same time, in accordance with *Administrative Provisions on Comment Threading Services on the Internet* and other applicable laws and regulations, disseminating contents involving pornography, politics, vulgar words, insults, gambling and drugs, is banned, and any act of infringing upon the copyright of any contents or picture is discouraged, in order to maintain a clean and positive community atmosphere. In 2022, we refined community operation and administration, released community contents convention and other rules, and defined user non-compliance handling and daily contents review processes. We tightened the administration of user conduct and accounts, and checked user nickname non-compliances. Spot checks on compliance of official contents of the product lines were carried out regularly. In addition, we worked on community technology enhancement and procured Baidu's non-compliant content detection service. The service can improve user experience of the Cloud community by stepping up automatic content compliance detection and automatically disapproving non-compliant contents. Community users are encouraged to report non-compliant contents to improve users' cloud community experience.

• **標準成功服務:** 面向所有客戶提供的基礎性保障。客戶可獲得全面的產品應用支持，並提供自助服務和學習資源，如自助問答、產品使用指南、產品知識庫及線上課程等，以滿足產品標準應用操作需求。

• **高級成功服務:** 面向戰略客戶及大中型客戶。提供更高價值服務，包括更快的服務回應、更專業的技術支持、更主動的服務等，幫助客戶快速獲得產品應用價值，滿足客戶高級別的應用需求。

• **金選成功服務:** 針對客戶個性化需求提供的增值服務產品。根據客戶成功架構理念，從企業戰略管理、業務管理、技術管理的各個層面，為客戶提供的解決方案，幫助企業滿足個性化需求。

另外，我們鼓勵用戶間的交流與互助，作為金蝶客戶服務的補充。我們開發金蝶雲社區，用戶可發起自助和互助服務，客戶可登錄雲社區，自助學習產品課件，或在特定板塊發佈問題，可與同行或技術專家互相交流，並線上自助檢索相關問題解答，實現社區自助互助，目前社區日活人數已達 28.9 萬。

同時，為維護乾淨、正能量的社區氛圍，依據《互聯網跟帖評論服務管理規定》等相關法律法規，拒絕涉黃涉政、低俗辱罵、黃賭毒等內容傳播，規避內容、圖片版權等侵權行為。2022 年，我們完善社區運營管理，發佈社區內容公約等社區規範制度，形成用戶違規的處理和日常內容審核流程；加強用戶行為及帳號規範管理，對用戶昵稱違規情況開展自查；定期開展產品線官方內容合規抽查。另外，我們開展社區技術建設，接入百度違規內容檢測服務，提升內容合規性自動化檢測能力，對違規內容進行自動反審核處理；建立社區內容舉報體系，支持社區用戶對違規內容進行舉報，提升用戶的雲社區體驗。

4.4.3 Closed-loop Work Order Tracking

We issued the *Kingdee Management Measures for Processing Customer Work Orders* to define the processes and responsibilities for processing customer work orders, for the purpose of addressing customer problems and requirements with better quality and efficiency, and increasing customer satisfaction. We sort product problems by service level, priority and type. A four-step workflow is in place for handling customer work orders, that is, customer feedback, solution, pending patch release, and satisfaction evaluation. At the same time, the emergency response criteria and time limits in the case of “lamp pressing” are defined, and rewards and punishments for responsible persons are specified, to realize the closed loop of work order tracking, and ensure quality of delivered products.

4.4.4 Product Quality Assurance

Kingdee constantly improves its quality management system to ensure product quality. In October 2022, the Company engaged an external agency to perform an ISO 9001 QMS audit. Through on-site interviews, system browsing, document review, the auditors audited R&D, sales, delivery, services and other business areas, and identified 1 non-conformity. The Company mended and tracked the non-conformity in time, and successfully passed the ISO 9001 recertification.

At the same time, Kingdee applied data-driven product quality improvement and establishes a product problem tagging system, consisting of problem tagging, data ranking, product improvement, and data monitoring. The tagging system provides objective data in support of measuring the degree of improvement in product quality, accurately analyzing TOP problems, and driving product improvement. After the tagging system was applied to Jingdou Cloud and Stellar, the incidence of maloperations by users dropped significantly, and the number of problems reported per month was cut by 48%.

Steps 環節	Tasks 任務	Tools 工具
Problem Tags 問題標籤	Service staff tags a problem 服務人員對問題打標籤	Problem Tagging Specifications 問題標籤規範
Data Ranking 數據排名	Automatically calculate TOP ranking based on tags 自動根據標籤統計 TOP 排名	Product Problem Tags Library 產品問題標籤庫
Product Improvement 產品改進	Ensure product improvement via operation mechanism 通過運營機制保障產品改進	TOP Problem Improvement Mechanism TOP 問題改進機制
Data Monitoring 資料監測	Data Monitoring Improvement Effectiveness 數據監測改進效果	TOP Problem Digital Billboard TOP 問題數字看板

Table: Data-driven Product TOP Problem Improvement Process

表：數據驅動產品 TOP 問題改進流程

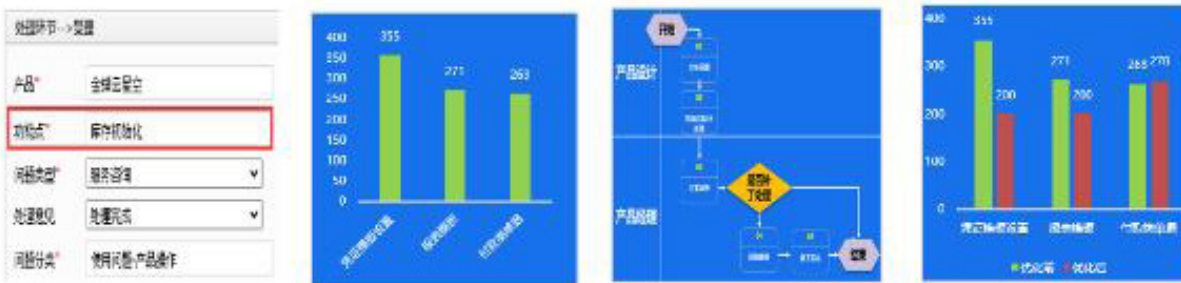
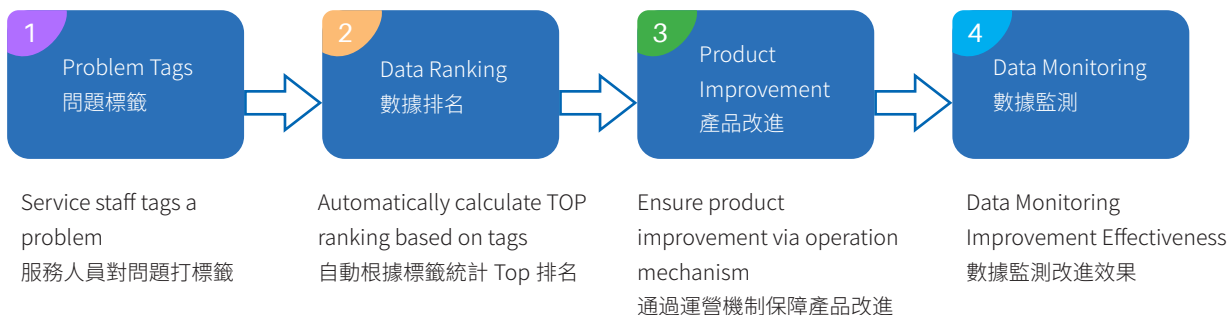
4.4.3 工單閉環跟蹤

我們制定《金蝶客戶工單處理管理辦法》，定義客戶工單的處理流程及職責，提高客戶的問題和需求的處理質量和效率，提升客戶滿意度。我們依據服務級別、問題緊急程度、類型進行產品問題分類，制定客戶工單處理流程四個階段，即客戶提出反饋、獲得解決方案、等待補丁發佈、滿意度評價的處理方案，同時明確了緊急「按燈」回應標準及處理時限，規定責任人的獎懲機制，實現工單跟蹤閉環，保障交付產品質量。

4.4.4 保障產品質量

金蝶持續完善質量管理體系，保障產品質量。2022年10月，公司邀請外部專業機構進行ISO9001質量管理體系審核，通過現場訪談、系統查看、查閱材料等方式，覆蓋研發、銷售、交付、服務等多個業務領域，識別出1個不符合項，公司針對不符合項及時整改與追蹤，順利通過ISO9001復審。

同時，金蝶運用數據驅動產品質量改進，建立產品問題標籤體系，包括問題標籤、數據排名、產品改進、數據監測等環節。通過標籤體系可提供客觀數據支持，以評估產品質量的改善程度，精確分析產品TOP問題，推進產品改進。精鬥雲 & 星辰產品啟用標籤體系後，極大減少用戶誤操作問題，單月問題反饋量大幅減少48%。



Problem Tagging Specifications 問題標籤規範	Product Problem Tags Library 產品問題標籤庫	TOP Problem Improvement Mechanism TOP 問題改進機制	TOP Problem Digital Billboard TOP 問題數字看板
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Chart: Data-driven Product TOP Problem Improvement Process

圖：數據驅動產品 TOP 問題改進流程

4.4.5 Complaint Handling

Kingdee attaches great importance to customer communications and complaints, and ensures timely response to customer requirements, by expanding service channels and establishing a complaint handling mechanism. In April 2022, *Kingdee Customer Complaint Management Regulations* were revised to refine the management system for handling customer complaints. We respond to customer feedback actively via multiple communication channels including sales hotline, service and complaint hotline, Kingdee community, online customer service, and Xu Shaochun's personal WeChat public account.

Our complaint management system:

- Unequivocal criteria for confirming complaints:
- Add a key account category and establish a complaint handling mechanism exclusive to key accounts, otherwise handle complaints in accordance with the regular process.
- Revise the standards for handling complaints about product quality accidents.

4.4.5 投訴處理

金蝶重視客戶溝通與投訴，不斷開拓服務渠道，建立投訴處理機制，保證及時回應客戶需求。2022年4月，我們修訂《金蝶客戶投訴管理辦法》，完善客戶投訴處理的管理體系。我們開設銷售熱線、服務及投訴熱線、金蝶社區、線上客服、徐少春個人號等溝通渠道，積極回應客戶反饋。

我們的投訴管理體系：

- 清晰的投訴認定標準：
- 增加投訴重要客戶分類，建立重要客戶的投訴處理機制，普通客戶按照常規投訴處理流程處理。
- 修訂產品質量事故投訴處理標準。

• Optimization of the complaint handling process:

Introduce the Integrated Product Development (IPD) operation mechanism to realize closed-loop management of products, services and projects.

• Clearly defined punishments for complaints:

Intensify punishments on employees and business partners for complaints and lay down punishments on managers who are held jointly and severally liable. Regarding customer complaints triggered by quality accidents, such as product quality, maloperation or non-compliance with specifications, Kingdee *Provisions on Punishments for Product and Custom Development Quality Accidents* shall apply.

• Continuous improvement after complaints:

Add the requirements for corrective actions to be taken and reports to be filed by the department subject to complaints, and follow up and give feedback on the progress of such actions.

We have realized the closed-loop management of complaints. After a complaint case is closed, the responsible department shall give feedback on the complaint and submit a report on corrective actions taken thereby. The department that received the complaint in the first place shall keep track of the progress until all corrections are done. Along with this process, continuous improvement in customer complaint management takes place.

• 投訴處理流程不斷優化:

增加集成產品開發 (IPD) 運行機制, 實現產品、服務與項目的閉環管理。

• 明確的投訴處罰標準:

加大針對員工及業務夥伴的投訴處罰力度, 制定對管理責任人的連帶處罰標準。對於質量事故引發客戶投訴, 如產品質量、操作失誤、不遵守規範等原因, 依據《金蝶產品與定制開發質量事故處分條例》處理。

• 投訴後持續的業務改進:

增加對於被投訴部門的整改要求, 規定提交整改報告, 並追蹤反饋進展情況。

我們實現了投訴處理的閉環管理, 每單投訴處理完成後, 責任部門需對投訴進行反饋, 並提交整改報告, 受理部門定期跟蹤進展情況, 直至整改完成, 並在此過程中不斷提升客戶投訴管理水平。

Complaint method 投訴方式	Number in 2022 2022 年數量	Number in 2021 2021 年數量	Number in 2020 2020 年數量
Complaint Hotlines 投訴熱線	311	541	587
Xu Shaochun's Personal WeChat Public Account 徐少春個人號	65	133	194
Complaint E-mail 投訴郵箱	8	6	5
Weibo 微博	0	0	0
Online Customer Service 線上客服	6	0	0
Consumer Complaints Platform 消費投訴平台	1	0	0
President Mailbox 總裁信箱	0	0	0
Official Letter 公函	2	3	4
Total 總數	393	683	790

Table: Number of complaints received by Kingdee through various channels

表: 金蝶各渠道接獲投訴數量

4.5 Better Reputation

By leveraging the in-house technologies and products, Kingdee endeavors to help its customers and partners deliver cost saving and productivity increase, efficient collaboration and low-carbon footprint, assist our customers in their ESG practices, and gain a better reputation with proven cases.

4.5 更好的口碑

金蝶致力於利用自身技術、產品幫助客戶與合作夥伴在實現降本增效、高效協同、低碳減排，協助客戶履行 ESG 綠色實踐，以優秀的客戶案例為金蝶贏得更好的口碑。

Case: Kingdee Cloud Constellation and EAS Financial Management System helped China Merchants Group improve financial efficiency

案例：金蝶雲·星瀚和 EAS 財務管理系統，助力招商局提高財務效率

China Merchants Group is a state-owned enterprise directly managed by the central government. As a mainstay of the national economy, its business spans across several different industries, like finance, transportation, real estate development & park operation and trade. In 2021, China Merchants Group reported operating revenue of RMB936.2 billion and net profit of RMB169.2 billion, again ranking first among central SOEs in terms of total assets and net profit. Moreover, it has set an example for central SOEs to establish a world-class financial system.

招商局集團是中央直管的國有重要骨幹企業，旗下業務涵蓋金融、大交通、房地產開發和園區運營、貿易等多個領域，2021 年集團營業收入達 9,362 億元，淨利潤 1,692 億元，資產總額和淨利潤蟬聯央企第一，同時，招商局也是央國企建立世界一流財務體系的標杆範本。

China Merchants Group has introduced Kingdee Cloud Constellation and EAS financial management system into the China Merchants Cloud platform, in support of the digitalization of its finance. With the phase-in of some 2,380 consistent account subjects and accounting items, it has brought 90% out of all financial activities under a shared center, which is instrumental in integrated finance and business management.

招商局集團將金蝶雲·星瀚和 EAS 財務管理系統引入招商雲平台中，支撐集團財務數字化轉型，通過建立共享中心，逐步統一了會計科目和核算項目近 2,380 項，將招商局 90% 的財務活動納入共享中心，使共享中心成為企業財務業務一體化管理的抓手。

In addition, the CMPort Finance Digitalization - Intelligent Consolidated Statements project, which was participated by Kingdee, won the first prize in the first edition of Dingxin Cup Cases of Application of Digital Transformation, jointly sponsored by the China Academy of Information and Communications Technology and the China Communications Standards Association.

此外，由金蝶參與的招商局集團旗下招商港口財務數字化轉型 - 智能化合併報表項目，榮獲由信通院和中國通信標準化協會共同主辦的首屆「鼎新杯」數字化轉型應用徵集案例一等獎。



Picture: China Merchants Group Shared Service Center Inauguration

圖：招商局共享服務中心揭牌儀式

Case: Kingdee Cloud Constellation s-HR Cloud helped HBIS Group cut costs and heighten productivity

案例：金蝶雲·星瀚 s-HR Cloud 助力河鋼，實現降本增效

HBIS Group is among the world's largest steel materials manufacturers and comprehensive service providers. There are too many heterogeneous systems, yet without unified management and control, business activities are misaligned, standards are inconsistent and data support is inadequate. Given these and other problems, Kingdee has built 3 major digital business platforms focused on public services, business services and data services, on Kingdee Cloud Cosmic, a composable enterprise PaaS platform, to establish group-wide information and data standards.

河鋼集團是世界最大的鋼鐵材料製造和綜合服務商之一。為解決系統林立，缺乏統一管控、系統異構，業務對接斷層、標準不一，數據支撐不足等問題，金蝶基於可組裝企業級 PaaS 平台金蝶雲·蒼穹，構建了公共服務、業務服務、數據服務為核心的 3 大數字化業務平台，規範集團信息與數據標準。

Thanks to the availability of a data service platform and a set of consistent data standards, HBIS Group is able to develop informed procurement strategies, effectively give full play to economy of scale, and slash the cost of raw materials.

通過數據服務平台搭建，統一數據標準，為河鋼科學制定採購策略提供了支撐，有效發揮了大集團的規模性採購優勢，大幅度降低了原材料的採購成本。

Since go-live, the business platform has connected approximately 120,000+ employees, 2,000+ vendors and 9,000+ customers, making review and approval much more efficient.

業務平台上線以來，共鏈接約 12 萬 + 名員工、2,000+ 供應商 9,000+ 客戶，極大提升了業務審批效率。

Case: Kingdee EAS Cloud helped CQ Water Conservancy Investment Group ramp up shared services

案例：金蝶 EAS Cloud 助力重慶水投，強化共享服務

CQ Water Conservancy Investment Group (CQ WIG) is the first provincial water conservancy investment group in China's water conservancy industry. With the help of Kingdee EAS, CQ WIG has realized closed-loop management of the entire process, from transaction initiation to expense claims, review & approval, shared review, payment, voucher processing, statement compiling and tax filing. As a result, overheads have dropped by 20%, process efficiency has gained 40%, and business decision-making efficiency has more than doubled than before.

重慶市水利投資（集團）有限公司（重慶水投）是全國水利行業首家省級水利投資集團。金蝶通過金蝶 EAS 助力重慶水投實現從業務發起到報賬、審批、共享審核、資金支付、憑證處理、報表編制、納稅申報的全流程閉環管理，管理成本降低 20%，流程效率提升 40%，業務決策效率是以前的 2 倍以上。

Case: Kingdee Cloud Galaxy aided Sierte in its transition to a green, environment-friendly and digital business

案例：金蝶雲星空助力司爾特，實現轉型綠色環保、數字化企業

Kingdee has built a versatile management platform for Sierte integrating "quality, standardization, R&D, production, sales and finance", and accentuated investment in the manufacturing execution system, paving the way for the development of intelligent manufacturing and Industrial Internet in the fertilizer industry in the future. Built on its data-driven capabilities, Sierte has achieved a 23% uplift in productivity, a 20% reduction in energy intensity and a 22% drop in operating costs. It is on track to become a green, environment-friendly and digital enterprise.

金蝶通過打造司爾特集團統一「質量、標準、研、產、銷、財」等的業財一體化管理平台，加強對製造執行系統的投入，為將來化肥行業的智能製造、工業互聯網打下較好的開端。基於數據驅動的能力，司爾特實現了生產效率提高 23%，單位產值能耗降低 20%，運營成本降低 22%，穩步朝著綠色環保企業、數字化企業轉型。

Case: Kingdee teamed up with Huawei to create a world-class digital HRM platform for efficient business operations 案例：與華為共創世界級人力資源管理數字化平台，助力企業高效運營

Huawei is a leading global provider of information and communications technology (ICT) solutions. In 2019, Huawei set out to build the core system of HRM. In 2020, Huawei chose Kingdee as its partner for the core system of HRM. Digitalization of organization and talent management, basic services for employees and other fields are explored and implemented. The two companies aim to build a world-class HRM platform on "Huawei's scenarios and practices + Kingdee's platforms and products".

華為是全球領先的信息與通信技術（ICT）解決方案供應商。2019年華為開始探索建設人力資源管理核心系統。2020年，華為選擇與金蝶合作共建人力資源管理核心系統。在組織與人才管理、員工基礎服務等多個領域進行了數字化的探索和實踐。雙方致力於以「華為的場景與實踐+金蝶的平台與產品」，打造世界級的人力資源管理平台。

Kingdee has so far completed the development and go-live of some modules of the HRIT project in cooperation with Huawei. The two companies will further deepen their partnership and give a boost to digital operations of human resources at Huawei.

目前，金蝶為華為建設的HRIT合作項目已完成部分模塊並實現業務上線，雙方還將繼續深化合作，全面助力華為人力資源數字化運營。

Kingdee is also an important partner in Huawei's ecosystem. In 2022, Kingdee and Huawei Cloud released a joint solution combining Kingdee Cloud Constellation, Kingdee Cloud Cosmic and GaussDB (for openGauss) database. The solution combines the upsides of the offerings from both parties to provide users with a data service solution of higher efficiency and greater flexibility. The cooperation between Kingdee Cloud Cosmic and Huawei is expanding in both breadth and depth and may cover more hardware products under Huawei Cloud, through compatibility with its core products such as GaussDB, openEuler and Kunpeng continue to improve the coverage of Huawei Cloud's comprehensive hardware products.

同時，金蝶也是華為重要的生態夥伴之一。2022年，金蝶攜手華為雲共同發佈了金蝶雲·星瀚、金蝶雲·蒼穹和 GaussDB(for openGauss) 數據庫聯合解決方案。該方案結合雙方產品優勢，為用戶提供了更高效靈活的數據服務方案。其中，金蝶雲·蒼穹已經和華為開展了廣泛和深入的合作，通過與華為雲 GaussDB、歐拉、鯤鵬等核心產品的兼容性適配，持續完善華為雲旗下全方位多款硬件產品的覆蓋。

Kingdee Cloud Constellation is a SaaS management cloud intended for large-sized enterprises. Built on Kingdee Cloud Cosmic, it is fully adapted to home-grown technology stacks and is independent and controllable, safe and reliable. In conjunction with Huawei Cloud GaussDB (for openGauss), it provides systematic cloud services to large enterprises and helps them move to the era of digital symbiosis.

金蝶雲·星瀚是大型企業 SaaS 管理雲，基於金蝶雲·蒼穹構建，全面適配國產技術棧，自主可控，安全可靠。聯合華為雲 GaussDB(for openGauss)，為大企業提供體系化雲服務，全方位助力大企業走向數字共生時代。



Striver Orientation 以奮鬥者為本



5 Striver Orientation with Pure and Visionary Mind

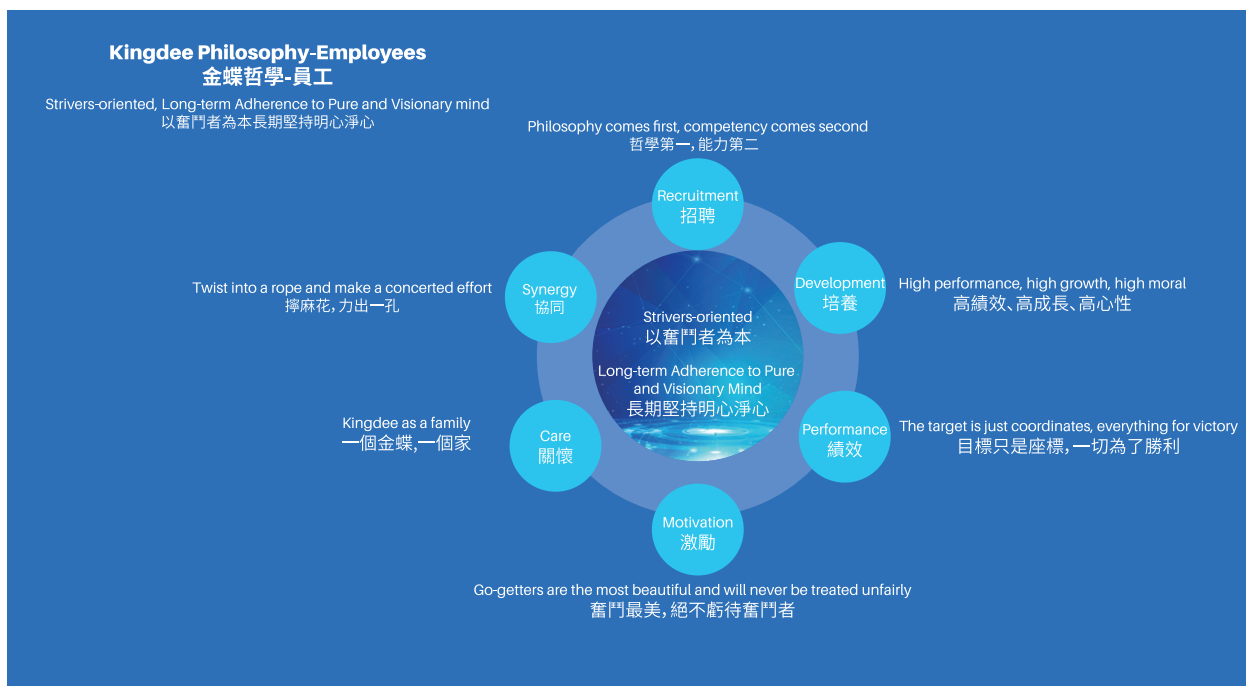
Kingdee believes that employee well-being can heighten team spirit and benefit talent development and management. We are people-oriented and seek to imbue the employees with a sense of gain, happiness and safety by respecting their rights and interests, responding to their needs, supporting their career and personal development, and increasing the breadth, depth and warmth of employee management.

In 2022, Kingdee realized normative, process-based and legitimate employee management by optimizing and fine-tuning talent management, talent motivation and retention, talent development, and corporate culture. To be more specific, in terms of talent management, the management system of outsourced and dispatch workers was clarified; in terms of talent motivation and retention, the performance management measure were optimized; in terms of talent development, online learning was provided; and in terms of corporate culture, the Kingdee trade union was set up.

5 以奮鬥者為本 長期堅持明心淨心

金蝶堅信良好的員工福祉能夠增強員工凝聚力，更有利於人才發展與管理。我們堅持以人為本，維護員工權益，回應員工需求，協助員工發展，提高員工管理的廣度、深度和溫度，切實增強員工的獲得感、幸福感和安全感。

2022年，金蝶在人才管理、人才激勵與留存、人才發展、企業文化各方面進行了優化和調整，來實現員工管理規範化、流程化、合法化。如在人才管理方面，明確外包和勞務派遣員工管理制度；在人才激勵與留存方面，優化績效管理辦法；在人才發展方面，開展線上學習課堂；在企業文化方面，創立了金蝶工會。



5.1 Recruitment

5.1.1 Talent Management

Kingdee values talents as a significant asset in the IT industry and gives priority to human resources development and management. A sound human resources system, properly designed positions, and a high-quality human resources management model are required to base the talent strategy on the business strategy, and manage talents of high caliber with innovative digital technologies focused and help customers succeed.

Via digitalization, the Company jump-starts HR productivity and steps up information-based talent management. By building all steps of recruitment and relevant requirements, employment policies and processes into the HRM system, and setting automatic calculation and validation logic in the system, the Company has realized cross checks and early alerts among correlated business activities. In this way, we ensure business consistency, and protect the data and system from potential risks caused by improper operations. Talent management is done online totally, to make recruitment and turnover more efficient, subject to compliance with the employment standards.

In 2022, Kingdee launched an informatization package to make talent management more standardized and intelligent. We upgraded the human resources information system and enabled functions such as privacy, watermark, exporting file passwords and HR-exclusive permissions, to protect personal privacy and information safety. The go-live of mobile employee profiles and other features has realized digitalized management of panoramic employee profiles. The onboarding, job transfer, confirmation of successful probation and resignation processes have been reshaped, the intelligent approval process for cross-organizational job transfers has been removed, and recruitment, HR, and payroll scenarios have been brought together for integrated HRM.

In November 2022, the Company received a "Talent Attraction Award" at the Nanshan District Investment Promotion Conference, in recognition of our commendable contribution to attracting and developing top-notch talents.

5.1 員工招聘

5.1.1 人才管理

金蝶堅信人才是信息科技行業的顯著資源，必須把人才資源開發與管理放在優先位置，務求形成健全的人才制度、合理的人才崗位設置，優質的人才管理模式，進而以企業戰略推動人才戰略，以數字化的創新技術管理高精尖的系統化人才。

公司通過數字化管理激活 HR 效能，逐步加強對人才的信息化管理能力。公司通過將招聘工作的各個環節及相應要求、用工政策及流程嵌入人力資源管理系統，在系統中設置自動計算與校驗邏輯，實現關聯業務的相互校驗與預警，保證業務的一致性，並規避因誤操作導致的數據與系統風險。全面實施進行人才線上化管理，在保證錄用標準的基礎上，提高招聘流程的推進與流轉效率。

2022 年，金蝶推出一系列信息化統籌措施，提升人才管理規範化、智能化水平。我們升級人力資源信息系統，啟用產品隱私保護、浮水印、導出文件密碼及 HR 特殊授權等功能，提升個人隱私保護與信息安全防護能力。上線員工移動檔案等功能，實現員工全景檔案數字化管理；重新梳理入職、調動、轉正、離職等業務流程，取消跨組織調動智能審批流程，拉通招聘、人事、薪酬等業務場景，實現人力資源業務管理一體化。

公司於 2022 年 11 月獲得南山區招商大會頒發的「引才伯樂獎」，以表彰公司在引進培養高層次人才方面的突出貢獻。

Picture: Nanshan District Talent Attraction Award Ceremony
圖：南山區引才伯樂獎頒發儀式



5.1.2 Equal Employment

Kingdee is anchored to the country's long-term talent vision, that is, to "rank among top innovative countries and build a power of talents", and tries to blaze new trails of talent development. The Company seeks to pick out top-notch talented people of high caliber and capable of innovative technology with the insight to recognize talents, the sincerity to cherish talents and the courage to use talents, so as to become more competitive in human resources. Kingdee advocates for and lives up to equal employment consistently. It is exactly because Kingdee is always able to treat every employee equally, push ahead every job with an unbiased mind, and display every achievement openly that the ultimate goal of equal employment can be achieved.

In view of the Company's strategy and employee development, Kingdee has formulated the *Kingdee Job Qualification Management Measures* and the *Bylaws of the Job Qualification Management Committee of Kingdee*, among other policies and specified the main contents of the career ladder system. The Job Qualification Management Committee is responsible for creating the career ladder system, performing job evaluation and further standardizing job qualifications.

5.1.3 Employee Diversity

Kingdee strictly abides by the Labor Law, *Provisions on the Prohibition of Using Child Labor* and other labor regulations, labor protection rules in force in the PRC, as well as international labor standards and practices. The Company treats employees of any race, gender and religion equally, and carries out recruitment and payroll management fairly and justly. Every applicant or employee enjoys equal access to the Company's resources such as competition opportunities, benefits and training programs.

In 2022, Kingdee recruited people by various channels such as campus recruitment, social recruitment, university-enterprise cooperation, outsourcing, dispatch and postdoctoral workstation cooperation and staged 15 large-scale campus recruitment campaigns. Some 20,000 fresh graduates participated in the Group's interviews. Kingdee organized 10 online job fairs in the form of livestreaming, and the number of active visitors peaked at nearly 1,000. In addition, Kingdee's branches and subsidiaries provide jobs to the disabled in accordance with local policies, in support of their career development.

5.1.2 平等僱傭

金蝶錨定「躋身創新型國家前列、建成人才強國」的國家人才遠景目標，採取多樣方式開闢人才挖掘新路徑。公司致力於以識才的慧眼、愛才的誠意、用才的膽識，遴選出綜合素質優良、創新技術突出的高質量人才，進一步提升企業人才資源競爭優勢。金蝶堅持平等的僱傭原則並一以貫之。正是因為金蝶能夠始終以公平的態度對待每一位員工、始終以公正的理念推進每一項工作、始終以公開的方式展示每一項成果，才能真正實現平等僱傭的最終目標。

金蝶結合公司戰略與員工發展需要，制定《金蝶任職資格管理辦法》《金蝶任職資格管理專業委員會章程》等政策，並闡明職位體系的主要內容，同時成立任職資格管理專業委員會負責職位體系構建、崗位專業評估及任職標準深化等工作。

5.1.3 員工多元化

金蝶嚴格遵守《勞動法》《禁止使用童工規定》等國家專項勞工法規、勞動保護規章制度和國際勞工準則及慣例，平等對待不同種族、性別、信仰的員工，公平、公正地開展員工招聘與薪酬管理等工作，每一位應聘者及員工都平等的享有競爭機會、福利保障及培訓課程等公司資源。

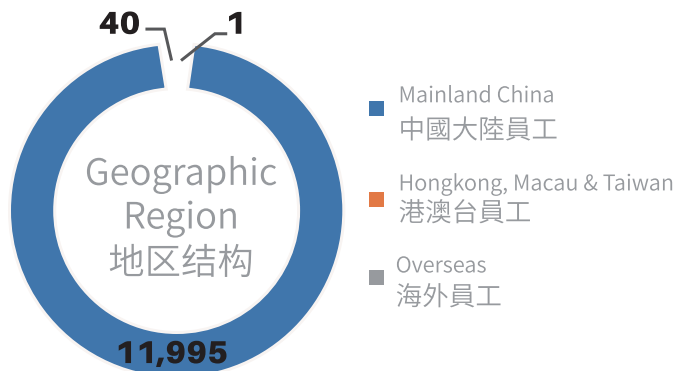
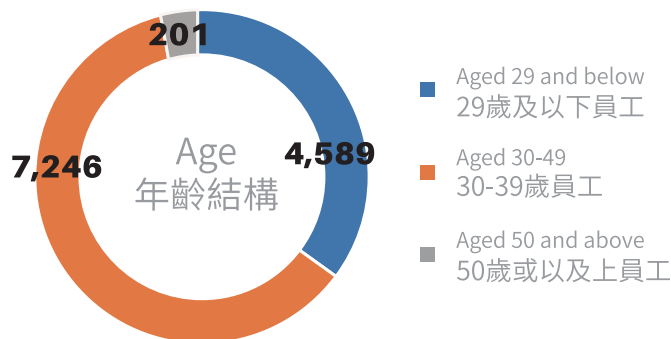
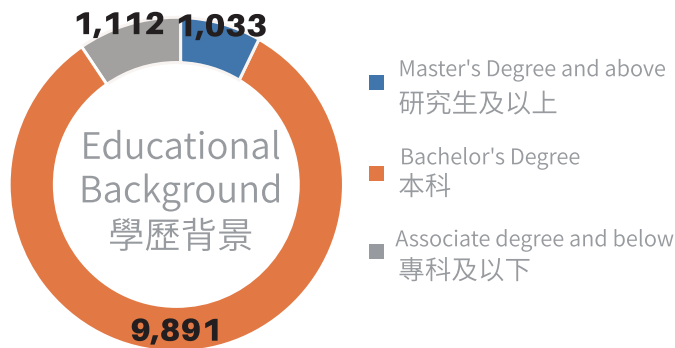
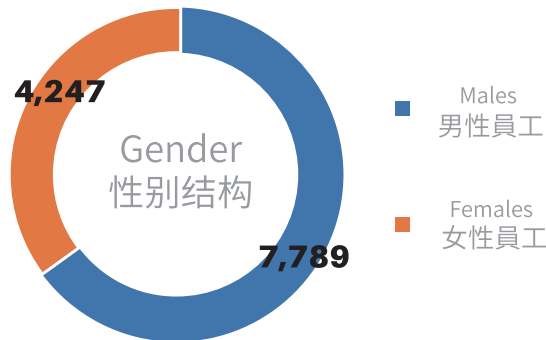
2022年，金蝶通過校招、社招、校企合作、外包、派遣、博士後工作站合作等多種招聘渠道，共開展 15 場大型校園招聘，參與集團校招面試的應屆生近兩萬人。金蝶通過線上直播招聘的方式，開展了 10 場線上招聘會，直播間活躍人數峰值近千人。此外，金蝶分支機構及子公司根據當地政策，為殘障人士提供就業崗位，關注和支持殘障人士事業。

Picture: Kingdee International Campus Recruitment Livestreaming 2022
圖：金蝶國際 2022 年校園招聘直播現場



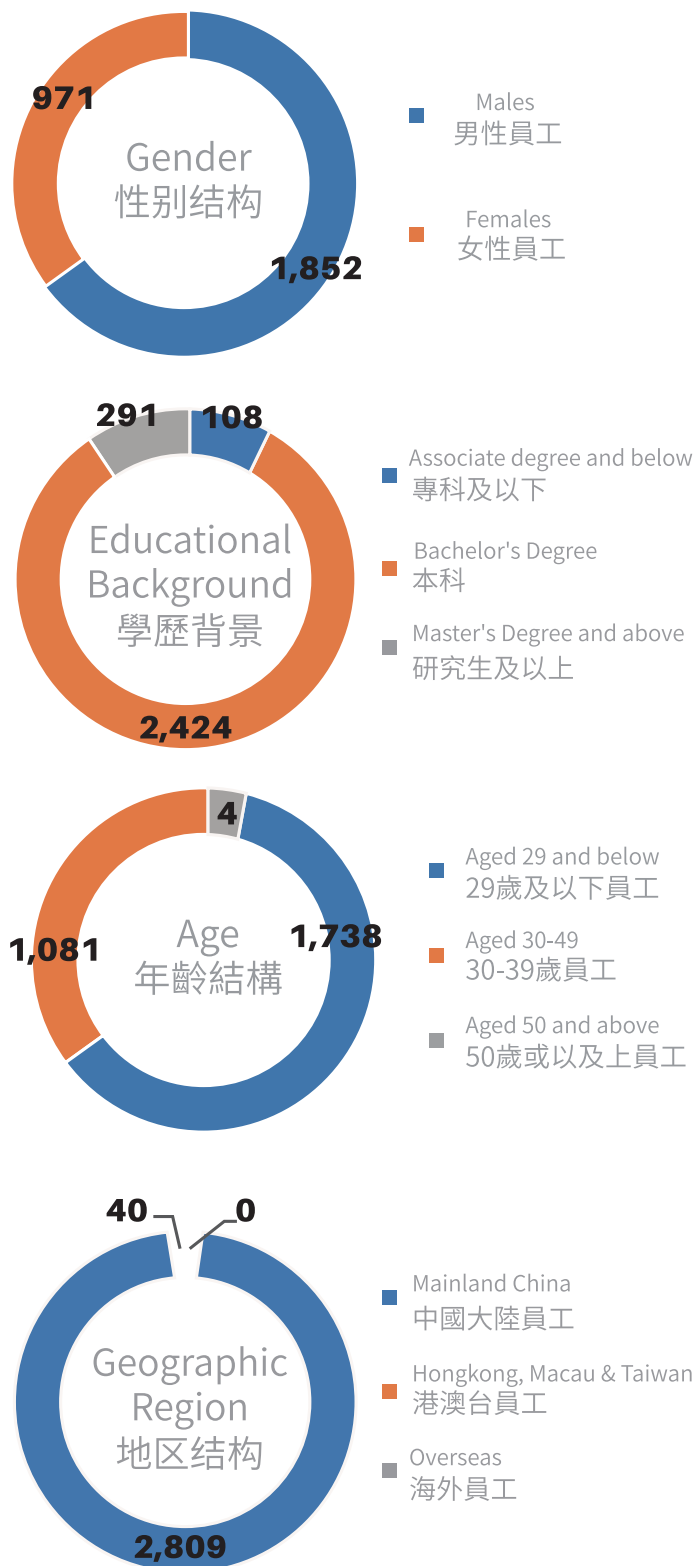
Details of staff employed in 2022:

2022 年員工僱傭詳情如下：



Details of new hires in 2022:

2022 年新入職員工詳情如下:



5.1.4 Compliance Employment

Kingdee strictly abides by the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Minors, and other laws and regulations. A set of internal policies applicable to the Group have been defined, such as Kingdee Group Talent Recruitment Management Regulation, Kingdee Job Qualification Standards Model and Kingdee Group Internship Management Requirements. As per the principle of compliance employment, we clearly oppose to forced labor in the onboarding requirements, eliminate any possibility of child labor and forced labor, and protect the legitimate rights and interests of employees. To strengthen compliance employment, Kingdee adopts non-discriminatory background investigation as part of the recruitment process and engages 4 background investigation agencies to help complete the compliance check of candidates.

As a key player in the IT industry, Kingdee standardizes the labor dispatch approach and protects the basic rights and interests of outsourced personnel. In 2022, Kingdee revisited and updated Kingdee Outsourced Employee Management Measures. We strictly fulfill specific requirements for equal pay for equal work and safety management, among other things, in all aspects such as the application of outsourcing, supplier management, and outsourced personnel management process. The applicable scenarios of labor outsourcing and labor dispatch are specified, the responsibilities and processes are clearly defined, and the normative, process-based and legitimate management of outsourced personnel management is realized.

5.2 Employee Development

Kingdee adheres to the philosophy of "Strivers-oriented, Long-term Adherence to Pure and Visionary Mind", attaches importance to talent development, respects the personality of employees, constantly improves the Company's training system, creates room for employees' value realization and career development, effectively builds up employees' professional capabilities, and helps every employee explore and develop their potential and enjoy a wonderful life.

5.1.4 合規用工

金蝶積極遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國未成年人保護法》等法律法規，制定適用於全集團的《人才招聘管理制度》《金蝶任職標準模型》《金蝶集團實習生管理要求》等內部政策，依照合規用工原則，在員工入職要求中明確抵制強制勞工，杜絕一切僱傭童工和強制勞工行為的發生，保證員工的合法權益。同時，為加強用工的合規性，金蝶在招聘時採取全員背景調查工作，聘請 4 家背景調查機構協助公司完成候選人合規檢查。

金蝶作為信息科技行業的重要成員公司，不斷規範勞務派遣的僱傭模式，為外包人員的基本權益提供有力保障。2022 年，金蝶對《金蝶外包人員管理辦法》進行全面梳理與更新，從外包業務適用範圍、供應商管理、外包人員管理流程等多方面，嚴格踐行同工同酬及安全管理等詳細要求，明確外包和勞務派遣的適用場景，厘清各位工作環節的工作職責與流程，實現外包人員管理規範化、流程化、合法化。

5.2 員工培養

金蝶堅持「以奮鬥者為本，長期堅持明心淨心」的哲學理念，重視人才培養，尊重員工的個性發展，不斷完善公司的培訓體系，努力為員工提供實現自我價值和拓展事業發展的空間，有力促進員工的專業能力提升，助力每一位員工發掘、發展自身潛能，創造精彩人生。

5.2.1 Career Development

Kingdee respects the personality of employees, provides them with rotation opportunities and "management + expertise" dual career paths, broadens their career possibilities, stimulates creativity, and helps the Company's cloud transformation strategy come off.

By formulating and refining *Kingdee Job Qualification Management Measures* and *Kingdee Rotation Management Measure*, Kingdee encourages and supports rotation, allowing employees to experience and understand different jobs and develop versatility. In particular, employees are encouraged to rotate from R&D to the front line, from middle- and back-office to the front line, to areas with harsh conditions and cross-functional jobs. Kingdee's "management + expertise" dual career paths allows employees to pursue horizontal and vertical development at the same time. This not only supports employees to hone their expertise, but also provides a platform for sharpening their management skills. Employees can achieve vertical development and promotions through leadership competition, rank certification, etc. in their positions, while enjoying horizontal rotation and development across sequences, positions and regions.

For the sake of the Company's strategic development and business needs, Kingdee starts human resources counting and planning at the beginning of each year to count its human assets forecasting hiring needs. In 2022, with Three Counts and Six Plans talent inventory planning, Kingdee surveyed 11,512 employees for work content and position matching, contribution and rank matching. By looking into talent allocation, Kingdee can get an insight into the input and distribution of human resources across product lines, business fields, industries, customers and the ecosystem. By looking into employees' management willingness and potential, Kingdee can add high-potential employees who are willing to help others succeed to the talent pool, accord them with training and development opportunities, and help them grow faster. In 2022, more than 3,000 employees attained career development and promotions through the career paths. 71% of the R&D workforce was involved in the Company's strategic business, "platform + HR & Finance & Tax". 2,150 high-potential members were added to the Company's talent pool.

In 2022, the Company continued to provide job-related learning opportunities, to support employees to deepen their expertise. After obtaining relevant professional certificates, employees may have the Company reimburse training, registration for exams, certificate renewal and other related expenses, and get better career development in the Company.

5.2.1 職業發展

金蝶尊重員工的個性發展，為員工提供輪崗培養以及管理與專業雙通道發展體系，拓寬員工的職業發展道路，激發人才的創新活力，助力公司雲轉型戰略成功落地。

金蝶通過制定和完善《金蝶任職資格管理辦法》《金蝶輪崗管理辦法》，鼓勵和幫助員工進行輪崗，體驗和了解不同的崗位，全方位提升員工個人能力。尤其重點鼓勵員工從研發到一線輪崗、從中後台到一線輪崗、去艱苦地區輪崗、跨職能輪崗。同時，金蝶的專業與管理發展雙通道的職位體系，為員工開拓橫向和縱向綜合發展的路徑，不僅支持員工加強專業化能力，也為其提供管理力提升的平台。員工可在本職位內通過幹部競聘、職級認證等方式實現縱向發展晉升，也可通過崗位輪換制度實現跨序列、跨職位、跨地域的橫向流動發展。

為公司戰略發展及業務需求，金蝶每年年初會啟動人力盤點與規劃工作，盤點人力資產。2022年，通過「三盤六規劃」的人才盤點與規劃工作，金蝶對11,512名員工進行了工作內容與職位、成果貢獻與職級匹配的人崗匹配盤點；通過人才盤點與佈局，金蝶明晰了公司人才資源在產品線、業務領域、行業、客戶、生態等業務上的投放與分佈；通過員工管理意願及潛力盤點，金蝶將願意成就他人的高潛力員工納入後備人才池，給予相應的培訓和發展機會，幫助後備人才加速成長。經統計，2022年，有3,000餘名員工通過職位體系獲得職業發展晉升，研發71%的人才資源投入到公司「平台+人財稅」的戰略業務中，2,150位高潛人才進入公司後備人才池。

2022年公司持續為全體員工提供與工作崗位相關的學習的支持，支持員工在專業領域持續深造和精進。員工在獲得與工作崗位相關的認證之後，可以向公司申請報銷培訓、報名考試、證書續期等相關費用，並在公司獲得更好的職業發展。

5.2.2 Mentorship

Kingdee has revised and updated the *Kingdee Mentor Management Measures* to further clarify the selection requirements, rights and obligations of mentors, and provide clear standards and guidelines for mentoring work, which are applicable to all employees including outsourced employees and dispatched employees. In order to better support the training program for graduates, Kingdee has implemented the Tutor-apprenticeship System, whereby each graduates is assigned a mentor to help them adapt to their new position more quickly and integrate more easily into the Kingdee family. We promote a two-way choice between mentor and apprentice. Mentors who are recognized by employees and have passed professional certification share their teaching experience at the salon organized by the Company during the Teachers' Day.

5.2.3 Training System

A sound and rich training system is a cornerstone for Kingdee's talent cultivation and employee development. Kingdee has formulated systems such as the Management Measures for Kingdee New Employees Training, Mentor System for New Employees, Kingdee Management Measures for Professional Programs Development, Kingdee Management Measures for Lecturers, Kingdee Management Measures for Software Employee Training, and Management Measures for Employee Professional Skill Training, to specify the process and requirements for employee training. The Company adheres to the principle of treating all employees equally and ensures that both dispatched employees and new employees receive training resources equally. Dispatched employees are not only required to attend a new employee development camp to understand the Company's strategy, culture, systems and products, but also to attend "know about and know how" training to ensure that they are qualified for their positions.

Kingdee revised and issued the Kingdee Leadership Model for cadre and reserve cadre selection, leadership level analysis, etc., and developed a specific development training programs to support leadership management. In 2022, a total of 1,282 people participated in the study of leadership program, including 986 managers and 296 non-managers, with a satisfaction degree of 4.88.

5.2.2 導師輔導

金蝶修訂更新《金蝶員工導師管理辦法》，更加明確導師選拔要求、權利及義務，為導師輔導工作提供清晰可循的標準和指引，該管理辦法覆蓋包括外包人員、勞務派遣在內的全體員工。為了更好地支撐新員工的培養計畫，金蝶實施「導師制」，為每一位新員工指定導師，幫帶新員工更快速適應新崗位、更輕鬆融入金蝶大家庭。我們提倡員工和導師的雙向選擇，受員工認可且通過專業認證的導師，在教師節期間會參與公司組織的沙龍宣講會分享教學心得。

5.2.3 培訓體系

全面且豐富的培訓體系是金蝶優質人才培養和員工發展的基石。金蝶依據《金蝶新員工培訓管理辦法》《新員工入職導師制》《金蝶專業類課程開發管理辦法》《金蝶講師管理辦法》《金蝶軟件員工培訓管理辦法》《員工專業技能培訓管理辦法》等一系列培訓制度，規範員工培訓的流程與要求。公司秉承一視同仁的原則，確保勞務派遣員工和新員工平等享用培訓資源。勞務派遣員工不僅需要參加新員工成長訓練營以了解公司戰略、文化、制度及產品等，還需要參加「應知、應會」專業領域培訓以保證能夠勝任專業崗位工作。

金蝶重新修訂併發布《金蝶領導力模型》，應用於幹部及後備選拔、幹部領導力水平分析等，並開發與領導力管理配套的課程體系與發展項目。2022年參與領導力學習人數共計1,282人，其中管理者986人，非管理者296人，學習滿意度4.88分。

Key Performance Indexes 關鍵績效

Kingdee organized 125 face-to-face training sessions for a total of 4,554 person days, with an overall employee satisfaction score of 4.81 out of 5.

金蝶共組織面授培訓 125 場，累計 4,554 人天，員工總體滿意度達 4.81 分（滿分 5 分）。

Employees have spent a total of 138,309 hours on online learning through Kingdee Cloud Classroom, with an overall satisfaction score of 4.99 out of 5.

員工通過「金蝶雲課堂」進行線上學習的時間累計達到 138,309 小時，總體滿意度高達 4.99 分（滿分 5 分）。

Kingdee online learning is open to all employees and partners in the Kingdee ecosystem.
金蝶線上學習對全體員工及金蝶生態圈夥伴開放。

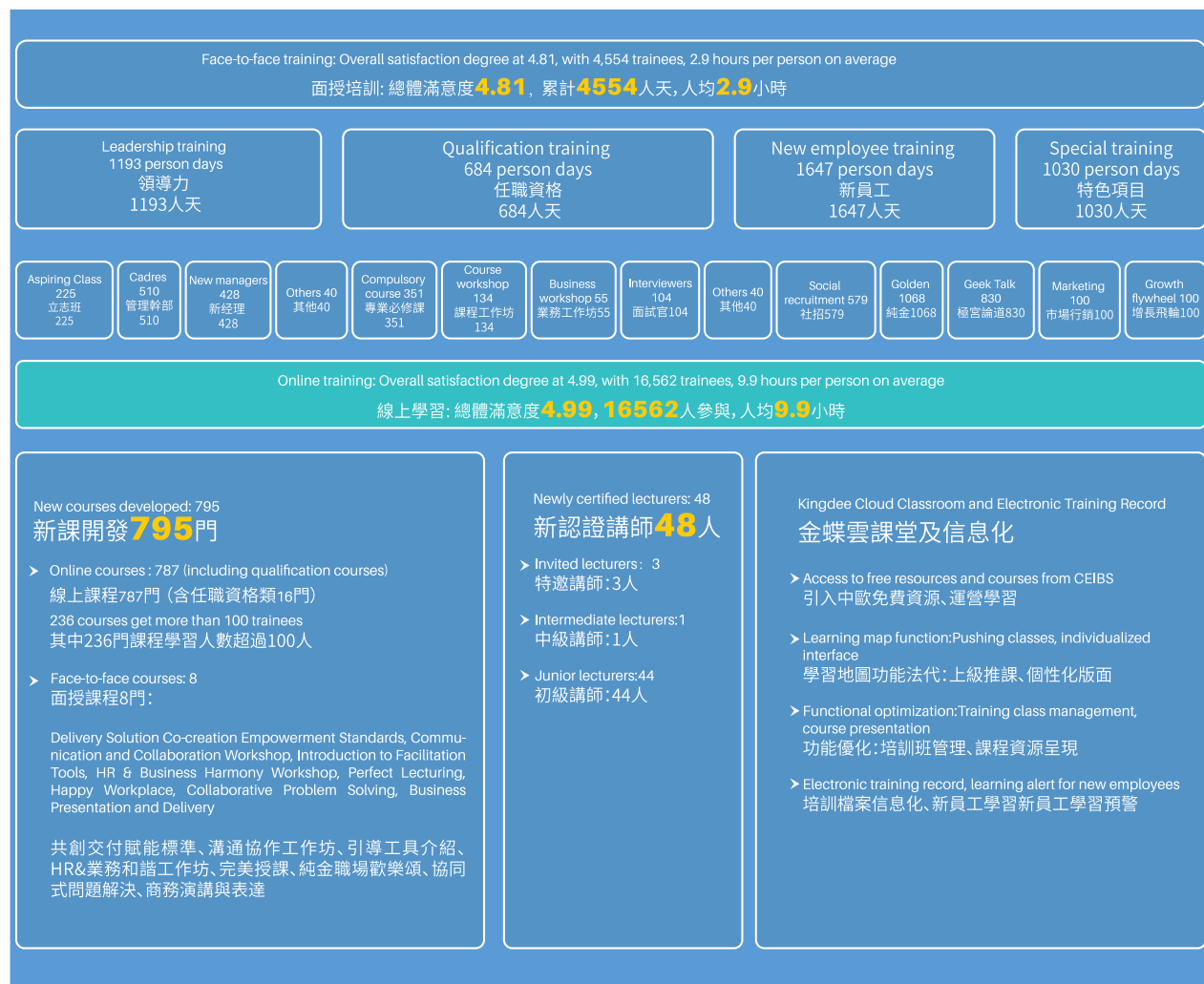


Chart: Employee Training KPI Chart
圖: 員工培訓關鍵績效表

Case: Kingdee organized occupational training to help employees grow 案例：金蝶開展職業培訓，助力員工成長



Based on the qualification model of each position, Kingdee has compiled a curriculum system for learning and development and organized job experts to develop the courses. In 2022, Kingdee organized the development of 26 professional online courses tied to job levels and arranged a total of 18 training sessions for 8 face-to-face professional courses to help employees' professional improvement and future career development. In addition to professional learning, Kingdee attaches equal importance to the general quality improvement of employees, organizing training programs such as Communication and Presentation, which all employees can sign up for.

金蝶依據各個崗位的任職資格模型，梳理學習發展的課程體系，並組織崗位專家開發課程。2022 年金蝶組織開發與職位職級綁定的專業類線上課程 26 門，並組織安排 8 門專業面授課程輪訓共計 18 場，助力員工的專業提升和未來職業發展。除了專業學習，金蝶同樣注重員工的通用素質提升，組織《溝通》《演講表達》等培訓項目，所有員工均可報名學習。



Kingdee attaches importance to the diversified development of its employees and provides financial support for employees' study trips. Employees can apply for funds for external training, professional skills development and professional skills certification. In 2022, employees received their CMA certificates through this support program.

金蝶注重員工的多元發展，為員工提供外出學習費用支持。員工可申請經費用於外出學習、專業技能拓展、專業技能認證等。2022 年員工通過該項支持計畫獲得 CMA 認證證書。

Picture: An employee's CMA certificate
 圖：學員 CMA 認證證書





Every July, Kingdee launches the Golden Talent Training Camp in the software park, gathering new freshers to participate in the orientation training event to help new employees get familiar with their new colleagues, adapt to the new environment and smoothly start the first step of their career with Kingdee.

每年7月金蝶在軟件園發起「純金人才訓練營」，集合新入職的應屆生參與入職培訓活動，幫助新員工熟悉新同事，適應新環境，順利開啟純金人才「化蝶」之旅第一步。



Picture: Golden Talent Training Camp
圖：純金人才訓練營



金蝶鼓勵員工開放分享，建立「極客論道」特色專項，至2022年底已運營529期，在「極客論道」中，不僅有產品、平台、生態的分享，還有業務分享；是對所有創新事務有狂熱好奇心的金蝶人的分享交流平台。2022年，我們一共運營極客論道73期，極客小夥伴們的持續支持和參與，是項目持續開展的最佳動力。

Kingdee encourages employees to share openly and has established the "Geek Talk" special training program, which has operated 529 sessions by the end of 2022. In the "Geek Talk", employees share not only about products, platforms and ecology, but also about business. It is a platform for those who are curious about all innovative matters. In 2022, we operated a total of 73 Geek Talk sessions, and the continued support and participation from our geek partners is the best motivation for the project to continue.

Kingdee Cloud Classroom, as an online training platform for self-driven learning of employees, provides rich learning resources to reach every employee and enhance their learning experience. Based on the previous year's analysis and development, we launched highly individualized interfaces on the home page of Kingdee Cloud Classroom in 2022, which is based on the dual career path of employees, with five major learning maps for new employees, professional development, leadership development, talent development and recommended courses. Employees can access different courses flexibly according to their positions and ranks, and can also choose to visualize their learning and growth through the platform's visualization function.



「金蝶雲課堂」培訓平台作為承載員工自驅動學習的線上平台，集合了豐厚的學習資源，覆蓋到每一位員工並提升其學習體驗，基於上一年度的梳理與開發，我們在 2022 年全新推出「千人千面」的金蝶雲課堂學習首頁，以員工職業發展雙通道為基礎脈絡，梳理新員工、專業發展、領導力發展、人才發展專項及組織推課共 5 大類學習地圖。員工可依據自身的職位、職級，靈活獲取不同的學習課程，還可通過平台可視化功能，選擇視覺化呈現課程學習與成長情況。



Picture: Interfaces of Kingdee Cloud Classroom
圖：「金蝶雲課堂」介面展示

Case: Kingdee launched the Aspiring Class to develop outstanding leaders. 案例：金蝶開設「立志班」，培養優秀領導者

In 2022, Kingdee continued to launch the Aspiring Class, which aims to select and train more professional and mature successors to product general managers and organization general managers. Kingdee has updated the operation mechanism of the Aspiring Class to eliminate individual bias of evaluators by establishing a three-tier evaluation mechanism. Kingdee has established an open selection mechanism to expand the scope of potential talent identification. We have also established a mechanism to link aspirant selection to key officer appointment, so that the Aspiring Class can play a role in the selection of talents. In 2022, we conducted a comprehensive evaluation of 48 trainees, and the group mentors recommended 12 outstanding trainees for a comprehensive evaluation by the mentor panel, and some trainees have passed final evaluation and been appointed as branch general managers.

2022年，金蝶繼續開設「立志班」，旨在選拔與培養更專業更成熟的产品總經理、機構總經理的繼任者。金蝶更新立志班的運作機制，通過建立三級評價機制，消除評價者的個體偏差；建立「海選」機制，擴大「潛力」人才的識別範圍；建立立志班選用與關鍵崗位幹部任命關聯機制，發揮立志班的人才選拔作用。2022年，我們對48名學員進行全面評價，由小組導師推薦12名優秀學員進行導師團進行綜合選用，目前已有學員通過最終選用獲得分公司總經理任命。

Case: Kingdee partnered with educational institutions to deliver joint training programs for staff training to improve their overall skills. 案例：金蝶與外部機構聯合開展員工培訓，提升員工綜合技能水平

Kingdee joined hands with external training institutions to create tailor-made training courses for management and employees to improve their professional skills.

金蝶與外部培訓機構聯合為管理層和員工量身打造培訓課程，提高受訓人員專業技能水平。

- Worked with CEIBS Business Online to jointly designed a face-to-face course on Marketing, which was attended by over 50 executives or marketing managers, with a satisfaction degree of 4.56 for the course and a satisfaction degree of 4.43 for the lecturer.
- 與上海中歐國際文化傳播有限公司聯合設計《市場營銷》面授課程，超過50名高管或市場營銷管理者參加，課程滿意度4.56，講師滿意度4.43。
- Collaborated with Shen Zhen ZongGuanXian Education Technology Co., Ltd. to create 11 online courses for large project implementers.
- 與深圳縱貫線教育科技有限公司合作，為大項目交付人員打造11款線上課程。

- › Collaborated with Shenzhen Xingyuan Consulting Co., Ltd. to conduct training for R&D managers on holistic business view and customer value, with a satisfaction degree of 4.81 for the course and a satisfaction degree of 5.0 for the lecturer.
- › 與深圳市興遠諮詢有限公司合作，面向研發類管理幹部，針對商業全局觀和客戶價值開展培訓，課程滿意度 4.81，講師滿意度 5.0。
- › Collaborated with Shenzhen Rongyao Jiangling Training & Project Management Co., Ltd. to conduct project management training for R&D managers, with a satisfaction degree of 4.73 for course and a satisfaction degree of 4.76 for the lecturer.
- › 與深圳市榮耀匠領培訓項目管理有限公司合作，對研發類管理幹部開展項目管理課程培訓，課程滿意度 4.73，講師滿意度 4.76

5.3 Employee Performance

Kingdee adheres to the concept of “enterprise motivates talents and talents help enterprise succeed” to enhance its attractiveness to talents and improve the retention rate of talent. Meanwhile, Kingdee insists on improving the remuneration system and talent evaluation system oriented by innovation, value, ability and sharing, and avoids determining remuneration packages and evaluating performance simply by academic titles and talent titles.

5.3.1 Remuneration Management

Kingdee has established a remuneration system based on job value and individual capabilities. Every year, Kingdee conducts market salary research through a third-party organization to understand local remuneration policy, structure and level of peers for the same, benchmarks against it accurately, and uses the same as the basis for remuneration adjustment to ensure that our remuneration level continues to be competitive in the industry, so as to motivate and retain outstanding talents. Meanwhile, Kingdee completed the upgrade of the s-HR payroll system in July 2022 in order to accelerate the digital transformation of Kingdee Group's payroll management, strengthen comprehensive accounting and value analysis of human, and support efficient and accurate HR decision-making.

5.3 員工績效

金蝶秉承企業激勵人才，人才成就企業的理念，增強人才吸引力，提高人才留存率。同時，金蝶堅持以創新價值、能力、共享為導向完善薪酬體系和人才評價體系，避免簡單地以學術頭銜、人才稱號確定薪酬待遇、評定績效表現。

5.3.1 薪酬管理

金蝶建立了以崗位價值及個人能力為基礎的薪酬體系，每年通過第三方機構進行外部市場薪酬調研，了解所在區域、行業、同崗位的薪酬政策、結構與水平等信息，進行精準對標，並以此序作為薪酬調整的依據，確保薪酬水平在行業內持續具有競爭力，從而激勵和保留優秀人才。同時，金蝶為加速金蝶集團薪酬管理數字化轉型，加強人工成本全面核算與價值分析，支持高效和精準的 HR 決策，於 2022 年 7 月完成 s-HR 薪酬系統升級工作。

5.3.2 Performance Management

Improving Performance Evaluation Criteria

In 2022, Kingdee made significant breakthroughs in the development of performance management standards, enabling appraisals and feedback employee performance regularly:

-Optimizing organizational KPIs:

Shifting from a single index focusing on collection of cloud product subscription receivables to indexes focusing on receivables collection and revenue, profit and expense, to improve the construction of performance indicator banks;

5.3.2 績效管理

完善績效評價標準

2022年，金蝶在績效管理標準建設方面有顯著突破，能對員工績效進行更全面的評價：

- 優化組織 KPI：

由單一關注雲產品訂閱收款指標轉變為同時關注收款及收入、利潤和費用指標，完善績效指標庫構建；

-Breaking down strategic objectives:

Promoting strategic decomposition and implementation through multi-dimensional evaluation indicator systems such as project of touch points change, "five betters", heavyweight teams, etc.;

- 分解戰略目標：

通過觸點變革項目、五個更好、重量級團隊等多維度評價指標體系，促進戰略分解與落地；

-Upgrading evaluation tools:

Revising and improving the evaluation form for new employment, the evaluation form for employees whose employment contracts have expired, and the performance improvement plan to realize the comprehensive application of tenure criteria in all modules of performance management.

- 升級評價工具：

對新員工轉正評價表、勞動合同到期員工評價表、績效改進計畫書等進行修訂完善，實現任職標準在績效管理各模組的全面應用。

Emphasizing Performance Process Management

In July 2022, Kingdee launched a mid-term performance appraisal for all employees in the China region to help employees and the Company improve their work in the second half of the year, with a 100% completion rate of two independent contribution scans for all employees throughout the year. For employees with abnormal scan results, we actively communicated with them and finalized the performance rectification plan after their line supervisors made a comprehensive assessment of them based on the independent career contribution measurement standards, the employee's personal indicators and the actual achievement.

強調績效過程管理

2022年7月，金蝶面向中國地區全體員工啟動中期績效掃描，助力員工及公司下半年工作提升，全年兩次全員獨立貢獻掃描完成率100%。對掃描結果異常的員工，積極進行績效溝通，經由直接上級依據職業獨立貢獻衡量標準、員工個人考核指標及實際完成情況對其綜合評估後，最終確定績效整改計畫。



We organized the cadre debriefing for the first half of 2022. Actively in response to such arrangement, all departments organized mid-term meetings, debriefing meetings or work planning meetings to provide on-site communication opportunities for all cadres in the professional and management lines of Kingdee China, mainly covering strategy execution checks, major work achievements in the first half of the year, gap analysis and opportunity insights, key task plans for the second half of the year, Kingdee philosophy etc.

In order to accurately manage work hours and devote time to valuable work, all employees must report work hours based on Kingdee qualification standard system from October 8, 2022 onwards, with the reporting rate up to 99% for the year.

組織開展 2022 年上半年幹部述職，各部門積極回應工作安排，採取中期會議、述職會議、工作規劃會議等形式，為專業序列與管理序列的金蝶中國全體幹部提供現場交流機會，述職交流內容主要包括戰略執行檢查、上半年主要工作成果、差距分析與機會洞察、下半年關鍵任務計畫、金蝶哲學等。

為精準管理工作時間，將時間資源投放到有價值的工作上，自 2022 年 10 月 8 日起實行全員填報工時，金蝶全員工時基於金蝶任職資格標準體系，年度累計填報率達 99%。

Performance Training 績效培訓

In order to improve the efficiency and communication skills of performance managers, Kingdee organized many training sessions on performance management and practical system operations this year. Specifically, 3 sessions were held for new managers on performance management, with a 100% coverage; hands-on training on HR performance management system was completed, with a 100% coverage.

為提升績效管理者的工作效率和溝通技巧，金蝶本年度舉辦多場績效管理內容普及與系統实操培訓，其中，舉辦新任經理人績效管理培訓共 3 場，培訓覆蓋率達 100%；完成 HR 績效管理系統实操培訓，覆蓋率達 100%。

Achievement of Performance Management Objectives 績效管理目標完成情況

Based on the above comprehensive and detailed closed-loop performance management initiatives, Kingdee achieved its performance management objectives for 2022 on schedule.

基於以上全面且細緻的閉環績效管理舉措，金蝶如期達成 2022 年績效管理目標。

Key Performance Indexes 關鍵績效

In 2022, Kingdee achieved all its performance management targets.	2022 年，金蝶績效管理各項服務指標均達成目標。
New performance management system went live with 100% completion rate of online KPI management of all employee.	績效管理新系統上線，全員 KPI 線上化管理完成率達 100%
Realized 100% completion rate of two independent contribution scans of all employees throughout the year.	全年兩次全員獨立貢獻掃描完成率 100%
Completed 4 quarterly KPI+OKR evaluations at CEO's office meetings	已完成 4 次 CEO 辦公會 KPI+OKR 季度評價
Achieved a 99% reporting rate for the work hour management system.	工時管理系統填報率 99%

5.4 Employee Incentive

Kingdee actively creates a working environment that respects talent, and provides strong protection and excellent compensation, while focusing on the innovative spirit of employees and motivating them to develop innovative technologies in order to continuously improve staff retention.

5.4 員工激勵

金蝶積極營造尊重人才、保障有力、待遇優良的工作環境，同時注重員工的創新精神，激勵員工發展創新技術，以不斷提升員工留存度。

Optimising the incentive system 優化組織激勵制度

Kingdee issued the Kingdee Incentive Scheme 2022 and set up three different levels of awards, namely the Achievement Award, the Product Line Advancement Award and the Excess Award, to continuously motivate employees and explore their potential.

金蝶發佈《金蝶 2022 年度激勵辦法》，並設置達標獎、產品線砥礪前行獎以及超額獎三種不同等級獎項，持續激勵員工提升工作熱情，挖掘工作潛能。

Stock Ownership Incentives 股權激勵

Kingdee has implemented a performance incentive model that combines long-term and short-term incentives. The Stock Ownership incentive plan covers senior management, board members, middle-level managers and some general employees. The Board of Directors of Kingdee determines the number of employees who can receive stock incentives and their respective number of award shares each year based on the Company's performance and employees' individual performance.

金蝶實行長期與短期激勵相結合的績效激勵模式。股權激勵計畫涵蓋高管、董事會成員、中層管理者及普通員工中的部分員工。金蝶董事會根據公司績效及員工個人表現，確定每年可獲得股權激勵的員工及其各自的獎勵股份數量。

Patent Award for Employees 員工專利獎勵

In 2022, Kingdee encouraged employees' technological innovation and actively granted patent awards. In 2022, a total of RMB628,000 was granted to 710 employees for patent awards. According to the Kingdee Group Management Measures for Patents, the Company sets two types of awards for inventors, namely Application Award and Grant Award. If a patent application passes the Company's internal evaluation and is approved by the management, the inventor will receive the Application Award; if a patent application passes the national examination and receives a patent certificate, the inventor will receive the Grant.

2022年，金蝶鼓勵員工技術創新，積極落實專利獎勵發放。2022年全年共發放員工專利獎勵62.8萬元，涉及的專利獎勵人數達到710人。根據《金蝶集團專利管理辦法》，公司對專利發明人設置「申請獎」和「授權獎」兩種獎勵：專利提案通過公司內部評審並經管理層簽核的，發明人獲得申請獎；專利申請經國家審查通過並取得專利證書的，發明人獲得授權獎。

5.5 Employee Care

Kingdee overwhelms and unites its employees with warmth, cares for their physical and mental growth, and promotes the sustainable development of talents. We not only provide employees with abundant benefits and protection, but also pay constant attention to their safety and health, staying true to human-based management.

5.5.1 Protection and Benefits

Abundant employee benefits

In addition to basic benefits of five social insurances and one housing fund required by law, Kingdee has purchased and maintained commercial insurance at its own expense for employees and at employees' expense for their families.

The Company has continued to provide all employee benefits available in the previous years, providing employees with commuter shuttles, staff canteens, private mother and baby rooms and other quality services to make their work and life more convenient. Meanwhile, with the support from Kingdee's Employee Love Mutual Aid Foundation, we continue to provide assistance for employees in difficulty, gathering support from our staff to help employees who have suffered major injuries or illnesses, and helping them to overcome difficulties through personal donations and charity sales.

5.5 員工關懷

金蝶以溫情感染員工，以溫馨凝聚員工，呵護員工身心成長，促進人才可持續發展。不僅為員工提供優質的福利保障，還時刻關注其安全與健康狀態，真正做到人性化關懷與管理。

5.5.1 保障與福利

豐富的員工福利

金蝶依法為員工繳納五險一金，保障員工基礎福利，還為員工提供商業保險公費投保以及為員工家屬提供商業保險自費投保，目前已完成公費及自費商業保險投保計畫。

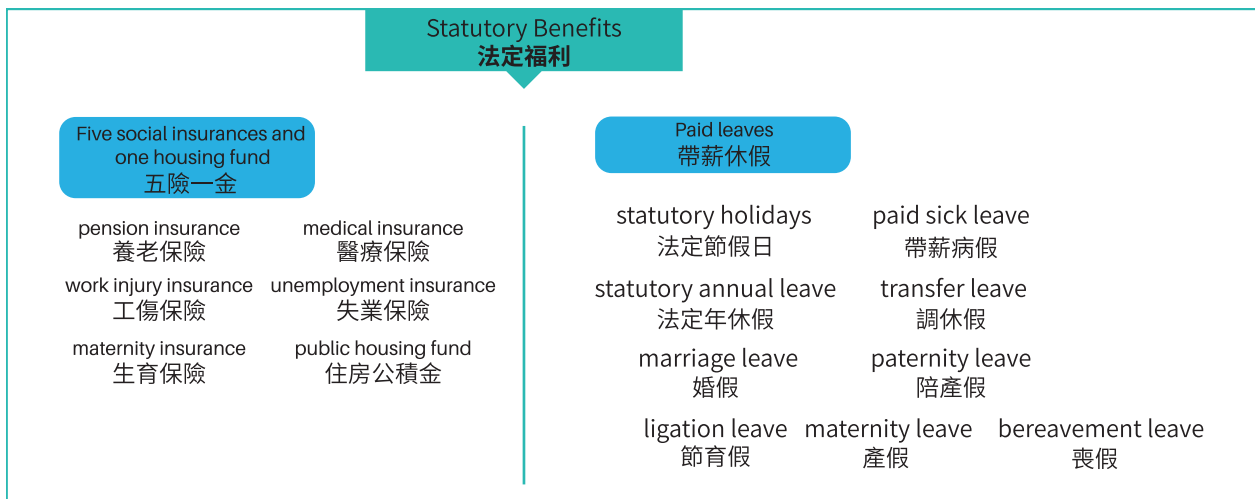
公司延續往年的各項員工福利，為員工提供通勤班車、員工食堂、私密母嬰室等優質服務，提升員工工作與生活便利度。同時基於金蝶員工愛心互助基金會的支持，繼續開展困難員工幫扶行動，團結員工力量援助遭遇重大傷害或疾病的在職員工，通過個人捐款、愛心義賣等方式幫助困難員工渡過難關。

We care about our employees at every important moment, and we care about each employee with thoughtful benefits, giving them holiday gifts on major holidays such as the Spring Festival, Dragon Boat Festival and Mid-Autumn Festival, and sending them heart-warming care at milestones in their lives.

我們在意員工的每一個重要時刻，以貼心的福利關切每一位員工，在春節、端午節、中秋節等重大節假日為員工發放節日禮品；在員工的生活里程碑時刻送上暖心關懷。

Kingdee Benefits Overview

金蝶福利概覽



Traffic and life 出行與生活				
Staff canteen 員工食堂	commuter shuttle 通勤班車	household registry transfer 戶口調遷	licenses and certificate obtainment 證照辦理	
fitness facilities 健身設施	Employee Love Mutual Aid Foundation 員工愛心互助基金		merchant offers 商家優惠	
Cultural events 文化活動				
Employee general meeting 員工大會	anniversary celebration 周年慶典	Women's Day 女神節	Cloud Party “雲”派對	Children's Day 六一親子日
Programmer Day 程式師日	Beerbust	societies and associations 社團協會	Health K-plan 健康K計畫	

Key Performance Indexes

關鍵績效

Issued **134** gift packs for wedding
發放結婚福利禮包 **134** 份

Issued **141** gift packs for child birth
生子福利禮包 **141** 份

Issued **73** gift packs for housewarming
喬遷福利禮包 **73** 份

Issued **3,375** gift packs for birthday
生日福利禮券 **3,375** 份

Diverse events for employees

多樣的員工活動

Case:
Organized events for employees to enhance their sense of belonging.

案例：
開展員工活動，提升員工歸屬感

We organized traditional cultural activities at the Lantern Festival, Dragon Boat Festival, Mid-Autumn Festival and Winter Solstice Festival respectively, with special benefits or interesting interactive sessions that fit the festive atmosphere around the theme of the festivals. For example, free dumplings were provided in the canteen at the Lantern Festival; dragon boat races were held at the Dragon Boat Festival, and employees could gather to make colorful hand ropes and sewn scented bags to create a festive atmosphere. In addition, we joined hands with Bank of Beijing

我們在元宵節、端午節、中秋節、冬至節分別舉辦傳統文化活動，圍繞文化節日主題，設置契合節日氣氛的特色福利或有趣的互動環節，如元宵節在食堂提供免費的湯圓；端午節舉辦賽龍舟比賽，員工可共同編制五彩手繩、縫製的香包，感受節日氛圍。此外，我們聯合北京銀行（深圳分行）、中銀（深圳）律師事務所共同為單身青年提供靠譜的交友平台，以更年

(Shenzhen Branch) and Zhong Yin (Shenzhen) Law Firm to provide a reliable dating platform for single young people, enhancing their sense of happiness and belonging in a younger and trendier way.

輕更潮流的形式幫助單身青年們提升幸福感和歸屬感。



Picture: Dragon Boat Festival Event
圖：端午節活動



Picture: Lantern Festival Event
圖：元宵節活動

5.5.2 Safety and Health

Kingdee attaches importance to the safety and health of its employees and strives to create a safe and comfortable working environment for them. The Company has updated a number of safety-related systems, such as the Work Safety Accountability System and the Emergency Handling Measures. Meanwhile, we have set an occupational health and safety target of zero major accidents and have implemented a number of effective measures to achieve the target. Became certified to ISO 45001 (Occupational Health and Safety Management System) for the year in October 2022.

5.5.2 安全與健康

金蝶重視員工的安全與健康，努力為員工營造安全、舒適的工作環境。公司梳理更新《安全生產責任制度》《突發事件處理辦法》等多項安全相關制度。同時設定重大事故零發生的職業健康與安全目標，並開展多項有力措施促進目標達成。2022年10月通過本年度ISO 45001 職業健康安全管理体系。

Case: Kingdee performed emergency drills to enhance safety awareness of employees

The Company actively organizes safety emergency drills, including consumer rights day drills, special drills to simulate emergencies in car parks and flood prevention drills to enhance employees' ability to rescue themselves and address emergencies. In 2022, we organized a total of two park-wide fire drills to raise employees' awareness of fire prevention and exercise their fire escape skills. We also organized security incident drills to enhance the comprehensive quality of teamwork through militarized

案例： 金蝶開展應急演練， 加強員工安全意識

公司積極組織安全應急演練，包括消費者權益日預警演練、車場突發事件模擬專項演練、防汛應急演練等，提升員工自救互救與抵禦突發事故的應變能力。2022年，共開展2次園區消防應急演練，提高員工消防意識，鍛煉員工消防逃生技能。我們還組織了治安事件模擬演練，通過軍事化訓練提升團隊協作的綜合素質；

training, and carried out emergency drills for guarding against typhoon and flood to effectively practice emergency plans for extreme weathers.

開展防台防汛應急演練，通過極端天氣演習有效實踐應急預案。



Picture: Fire Drills in Kingdee Shanghai Software Park

圖：金蝶軟件園上海園區消防安全演練

Case:
Kingdee organized health training courses for employees to get more health knowledge.

案例：
金蝶開展健康培訓課程，
豐富員工健康知識

The Company provides a variety of health and safety training courses for employees to get more health knowledge and hands-on first aid skills. In 2022, the Company purchased AEDs at its own expense and organized AED first aid training for more than 30 representatives from logistics line, property management line and employee committee, to promote the importance of heart health and the use of AED for first aid.

公司為員工提供多樣的健康與安全培訓課程，以供員工豐富健康知識，體驗實操急救技能。2022年，公司自費購買AED設備，組織包括後勤、物業、員工委員會在內30餘名代表參加AED急救培訓，向員工普及心臟健康的重要性與AED產品急救使用方法。

Picture: Strengthened epidemic prevention and control to protect employees' health and livelihood

圖：員工AED產品培訓



Case: Strengthened epidemic prevention and control to protect employees' health and livelihood

Attaching great importance to the prevention and control of epidemic, we adopted a variety of measures to ensure the health and safety of our employees and satisfaction of their basic needs. In Shenzhen, Beijing and Shanghai Parks, the Company implemented comprehensive epidemic prevention measures, maintained "white list" control at the entrance of the parks, and broadcasted epidemic prevention reminders for employees every hour. In case of emergencies, Kingdee strived to ensure availability of supplies for employees.

On March 11, 2022, Kingdee Shenzhen Software Park received a notice that Buildings A and B were subject to a lockdown. As thousands of employees were working there during working hours, availability of supplies became a big issue. Kingdee's epidemic prevention working group urgently established a team of volunteers to deploy and distribute supplies, and made every effort to ensure meals and supplies for employees and tenants in the park. After 36 hours of efforts, Kingdee people weathered through this difficult situation.

案例： 加強疫情防控， 保障員工健康與生活

公司高度重視疫情防控和員工的身體健康，採取多種方式保障員工的健康安全與正常生活需求。在深圳、北京及上海園區，公司實行全面防疫措施，在園區門口實行防疫「白名單」管理，並每小時播放防疫廣播提醒員工注意防護。遇到突發情況，金蝶極力保障員工生活物資暢通。

在 2022 年 3 月 11 日，金蝶深圳軟件園接到通知，要對軟件園 A 棟、B 棟進行管控，此時正值員工上班時間，上千員工正在園區辦公，員工生活物資的供應成了一個難題。金蝶防疫工作組緊急搭建義工團隊調配、分發物資，全力保障員工及園區內租戶的餐飲、物資，經過 36 個小時的奮戰，金蝶人齊力度過了本次難關。



Picture: Distributing Supplies
圖：分發生活物資



Picture: Disinfection in Beijing Park
圖：北京園區消毒現場

Case: Organized sports events to keep employees fit

With the aim of keeping employees fit and healthy to work and live better, Kingdee launched two Health K Plan events from April to November 2022. Creatively through concurrent online and offline clock-in, we mobilized employees to participate in exercises like hiking, badminton and

案例： 開展健康運動，鍛煉員工體魄

本著讓員工強健體魄，以更好狀態開啟工作和生活的衷，金蝶於 2022 年 4 月至 11 月，共開展 2 期健康 K 計畫活動，以新穎的運動打卡形式，帶動員工參與徒步、羽毛球、健身操

gymnastics, making them enthusiasm about exercises and letting them develop exercise habits. 16,641 people participated in the exercise across the country and the total mileage reached 107,934 kilometers, up 30.55% from the previous year.

等運動，通過線上線下同屏打卡調動員工運動熱情，培養員工運動習慣。活動期間，全國共計 16,641 人次參與，運動里程數達 107,934 公里，同比去年增長 30.55%。



Yoga
瑜伽



Cycling
骑行



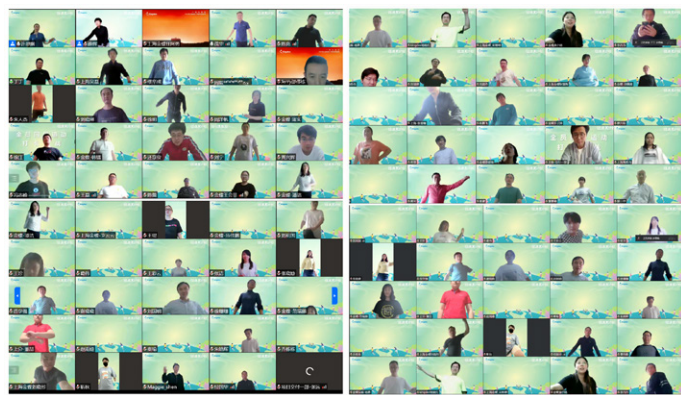
Basketball
篮球



Mountain climbing
爬山



Hiking
徒步



All employee clock-in for sports on the same screen
全员同屏运动打卡

5.5.3 Employee Communication

Kingdee has opened a variety of communication channels for employees, giving them the freedom to express their opinions, so as to get closer to their hearts and minds, and to give them a sense of belonging and happiness in the Company.

5.5.3 員工溝通

金蝶開通多種員工溝通渠道，充分給予員工發表意見的自由，切實做到走入員工心聲、走近員工身心，讓員工獲得企業歸屬感與幸福感。

Face-to-face communication forum 面對面座談會

We invite senior management to have face-to-face communication with employees, so that employees have the opportunity to communicate with senior management about their own career development and senior management have the opportunity to gain an in-depth understanding of employee growth. In 2020, we organized 3 face-to-face communication forums in total.

我們邀請公司高管與員工進行面對面溝通，給予員工與高級管理人員交流自身職業發展的機會，也給予高級管理人員深入了解員工成長的機會。2022 年，共開展 3 期面對面座談會。

Xinsheng Community 心聲社區

Kingdee has created the Xinsheng Community to provide an anonymous platform for employees to post their opinions and grievance and express their real requests, without setting up a way or permission to view the real identity of the poster. As a platform for employees to communicate and share, management will check it regularly, and for key issues the chairman will reply to ask about them. We encourage diverse communication among employees, who can post their opinions in an open and equal manner. As a bridge between employees and between employees and management, in 2022, the Xinsheng Community received a total of 9,200 postings and 500+ pieces of effective suggestions on management, products or basic employee services.

金蝶打造心聲社區，為員工發佈意見、投訴、表達真實訴求提供匿名化平台，未設置方式或授權查看社區留言者真實身份。作為員工溝通與分享的平台，管理層會定期查看，針對重點問題董事長會直接留言詢問，我們鼓勵員工進行多元化的交流和碰撞，員工可以開放、平等的發佈意見帖子。作為員工之間、員工和管理層之間的心聲橋樑，2022 年心聲社區累計收到發帖 9,200 個，收到關於管理思考、產品或員工基礎服務的有效建議 500+ 條。

To respond sincerely to every piece of employee opinion, Kingdee has been dealing issues raised by employees in a timely manner to continuously improve employee satisfaction. For the shuttle bus issues raised by employees, the Logistics Department has established mechanism for smooth communication with the shuttle bus line manager and the driver to ensure that any unexpected situations on road can be properly resolved, so as to ensure that employees arrive at the Company safely and on time. When employees sought help on the Xinsheng Community, relevant departments timely helped employees to solve the problem.

金蝶以「事事有回應」的真誠態度對待員工的意見，及時處理員工反饋問題，持續提升員工滿意度。對於員工反饋的班車問題，後勤部與班車線長以及司機建立暢通的突發情況溝通機制，力爭班車途中遇到的突發情況能夠得到妥善解決，確保員工安全、按時到達公司；遇到員工在心聲社區求助，相關部門及時幫助員工解決問題。

In August 2022, Kingdee revised the Measures for Election of the First Congress of the Trade Union, and the Measures for Democratic Election of Candidates, and held the First Congress of the Trade Union. At the meeting, the chairman, director and members of the relevant committee of the first trade union were elected by the employees by open ballot. Eventually, five employees and one chairman formed the first trade union committee, three members and one director formed the first trade union review committee, and three members and one director formed the first trade union women workers committee. After the election at the meeting, Kingdee Trade Union was officially established on August 31, 2022 upon the approval of the superior trade union.

2022年8月，金蝶修訂《工會第一次代表大會選舉辦法》《候選人民主產生辦法》並舉行工會第一屆代表大會。在會議上，由金蝶員工採用公開投票的方式選舉出第一屆工會相關委員會主席、主任及成員。最終，由5名員工和1名主席組成工會第一屆工會委員會，由3名成員和1名主任組成第一屆工會審查委員會，由3名成員和一名主任組成第一屆工會女職工委員會。會議選舉結束後，金蝶工會通過上級工會批復，於2022年8月31日正式成立。



Picture: First Congress of Kingdee's Trade Union
圖：金蝶工會第一次代表大會

5.6 Employee Synergy

Being customer-centric, Kingdee people always keep user experience in their mind. Experience is the lifeblood, which requires us to hone user experience to perfection. Upholding this philosophy, Kingdee originated ten changes in 2021 to keep the user journey evolving. In 2022, we decided to draw up the user journey map and define 20 touch points along the journey. The *Experience is the lifeblood - Kingdee User Journey Experience White Paper* was released officially. The project for monitoring lifecycle user experience and the project for breakthroughs in the change of touch points were launched. Amidst these changes, we have seen good teamwork, internal motivation and effective communication among the divisions, marking a significant step towards a hierarchical collaborative organization. Kingdee firmly believes that clearly defined business rules and multi-person collaboration are bound to provide stronger support to Kingdee Cloud business growth.

The user journey map includes the entire process of customer interaction with Kingdee. Every division and every employe of Kingdee can find their role in the user journey, take the initiative and contribute to customer success.

Kingdee will continue to use conscience and dreams as the driving force, platforms and mechanisms as the driving force, to unite all forces that can be united. Through the connection of capital, data and knowledge, Kingdee will build an platform-based ecological enterprises, an efficient synergy system that maximizes the overall interests of organizations, and force out a hole to realize big Kingdee and self-drive.

5.6 員工協同

「以客戶為中心」，金蝶人始終關注用戶體驗，「體驗即生命」，要求金蝶人把用戶體驗做到極致。秉承該理念，金蝶於 2021 年發起十大變革對用戶全旅程進行持續迭代，並於 2022 年確定完成用戶全旅程圖的繪製和 20 個旅程觸點的界定，正式發佈《體驗即生命——金蝶集團全旅程體驗白皮書》，並啟動了全旅程體驗監測項目和觸點變革重點突破專項。在變革過程中各部門協同溝通、自驅聯動，向著體系化協同組織邁進了重要一步。金蝶堅信，清晰的業務規則，多兵協同作戰，一定會為金蝶雲業務的增長提供更有力的支撐。

用戶全旅程圖包含了客戶與金蝶集團互動的全部過程，金蝶的每個部門，每個崗位的員工都能在用戶全旅程體驗運營中找到自己的位置，發揮能動性，成就客戶。

金蝶將繼續以良知與夢想作為牽引力，平台與機制作為驅動力，團結一切可以團結的力量，通過資本、數據和知識的連接，構建平台型生態企業和組織整體利益最大化的高效協同體系，力出一孔，實現大金蝶、自驅動。





Environmental Protection

環境保護



6 Responsibility for Environmental Protection

Kingdee is committed to protecting ecological environment and fulfilling its social responsibility. Environmental protection represents an important expectation for a better life in the new era. We have incorporated environmental protection into our business guidelines and formed a green and low-carbon development model. In response to the country's carbon peak and neutrality target, we have integrated climate change response into our daily operations, and are continuously improving the efficiency of resource use, strictly controlling emissions and waste, and continuously promoting green office for greener development.

6.1 Climate Change Response

Kingdee recognizes that climate change poses risks to our business. To actively address global climate change and capture climate-related opportunities, we identify, assess and manage climate-related risks, and formulate climate change-related policies. Meanwhile, we are taking countermeasures to reduce the potential impact of climate-related risks by actively developing clean energy, reducing carbon emissions at source, improving energy efficiency and reducing carbon emissions in production and operations through both management innovation and technological innovation.

6.1.1 Identifying Climate Change Risks

We are fully aware of the seriousness of the climate change issue and the urgency of addressing climate change, and as suggested by the Task Force on Climate-Related Financial Disclosures (TCFD), Kingdee conducts climate change risk identification and analysis, perform climate change risk identification and analysis, and make disclosures in four aspects, i.e. governance, strategy, risk management, guidelines and targets, to effectively manage climate related risks and actively establish countermeasures to reduce their impact on our business and finances.

Governance:

Committed to improving its climate risk management capabilities, Kingdee has established an ESG management system comprising the Board of Directors, the Corporate Governance and Strategy Committee and the ESG Working Group to assess and make decisions on climate risks. The Corporate Governance and Strategy Committee is responsible for leading, deciding and driving the Company's ESG strategy, covering issues such as climate change response. The Corporate Governance

6 以環境保護為責任

金蝶致力於守護生態環境，履行社會責任。環境保護是人們對新時代美好生活的重要期待。我們將綠色環保納入企業經營準則，形成綠色低碳發展模式。我們應對氣候變化融入日常營運，積極回應國家「雙碳目標」，並不斷提高資源使用效益，嚴格管控排放物及廢棄物，持續推行綠色辦公，實現綠色發展。

6.1 應對氣候變化

金蝶知悉氣候變化會對我們的業務帶來風險，為積極應對全球氣候變化，把握氣候相關機遇。我們對氣候相關風險進行識別、評估和管理，制定氣候變化相關政策。同時開展應對措施，積極開發清潔能源，從源頭上實現減排目標，管理與技術創新並舉，全面提升能源使用效率以及減少生產、運營中碳排放，以減少氣候相關風險可能造成的影響。

6.1.1 識別氣候變化風險

金蝶充分意識到氣候變化問題的嚴重性和應對氣候變化的緊迫性，根據氣候變化相關財務信息披露（TCFD）工作組的披露建議，開展氣候變化風險識別和分析工作，並從管治、策略、風險管理、指標和目標四個方面進行披露，有效管理氣候相關風險，積極建立應對措施，減少其對我們業務及財務所帶來的影響。

管治：

金蝶致力於提高氣候風險管理能力，設置董事會、企業管治及戰略委員會及 ESG 工作組的 ESG 管理體系，開展對於氣候風險評估和決策。企業管治及戰略委員會負責公司 ESG 戰略方向的領導、決策和推進，其中包含應對氣候變化等議題。企業管治及戰略委員會授權 ESG 工作

and Strategy Committee delegates responsibility to the ESG Working Group, which includes the leadership level, the management level and the execution level, to prioritize ESG issues, oversee ESG management, implement day-to-day ESG practices, report on ESG progress including climate change risk identification and mitigation, and review for improvement in a timely manner.

Strategy:

We have conducted a climate change risk analysis to identify physical and transition risks at the industry and corporate operation levels, and to specify a list of climate change risks, which contains two physical risks and four transition risks.

組，包括領導層、管理層與實踐層，負責確定 ESG 事項的優先順序，監督 ESG 管理工作，落實日常 ESG 實踐，並針對 ESG 進展包括氣候變化風險識別與緩解等議題進行匯報，及時審核、檢討以改善。

策略：

我們開展氣候變化風險分析工作，梳理識別行業及企業運行層面的實體和轉型風險，明確氣候變化風險清單，其中包含 2 項實體風險和 4 項轉型風險。

Main Risk Category 主要風險類別	Risk Description 風險描述	
Physical Risks 實體風險		
Extreme Weather 極端天氣	-Extreme hot weather - 極熱天氣 -Extreme precipitation - 極端降水 -Extreme cold weather - 極冷天氣	-Typhoon - 颱風 -Flooding - 洪水 -Drought - 旱災
Environmental Change 環境變化	-Rising temperature - 溫度上升 -Water resource stress and supply instability - 水資源壓力與供應不穩定	-Rising sea level - 海平面上升
Transition Risks 轉型風險		
Policy and Legal Implications 政策與法律影響	-Mandatory regulations applicable to existing products and services - 對現有產品及服務的強制性監管 -Waste management - 廢棄物管理標準 - Environmental information disclosure - 環境信息披露	-Carbon pricing - 碳定價 -Reinforced emission reporting requirements - 加強排放報告的要求
Technology Risk 技術風險	- Green building technologies - 綠色建築技術 - Cost of switching to lower-emission technologies - 轉型至較低排放技術的成本	- Energy technologies - 能源技術

Market Risk 市場風險	<ul style="list-style-type: none"> - Replacing existing products and services with lower-emission products and services - 以較低排放的產品及服務代替現有的產品及服務 - Raw material costs and availability - 原材料成本及供應 - Changing customer behaviors - 客戶行為不斷變化
Reputational Risk 聲譽風險	<ul style="list-style-type: none"> - Increased stakeholder concern or negative stakeholder feedback - 利益相關方的關注程度提高或利益相關方的負面反饋

Table: List of Climate Change Risks**表：氣候變化風險清單****Risk management:**

After identifying physical and transition risks at the industry and corporate operation levels and defining a list of climate change risks, we put forth appropriate risk response and mitigation measures for different risk categories, continuously strengthening climate resilience and our ability to cope with existing and future impacts from natural disasters. Meanwhile, we continue to educate internal and external stakeholders on climate changes to enhance their awareness of climate change.

風險管理：

在梳理識別行業及企業運行層面的實體和轉型風險，明確氣候變化風險清單之後，我們針對不同風險類別，提出了相應的風險應對與減緩措施，不斷加強氣候韌性和應對自然災害帶來的現有和未來影響的應對能力。同時，我們不斷向內部及外部利益相關方推廣並教育氣候變化相關知識，加強各方對氣候變化的認知。

Main Risk Category 主要風險類別	Risk Response and Mitigation Measures 風險應對與減緩措施
Physical Risks 實體風險	
Extreme Weather 極端天氣	<p>Setting up a dedicated department: Shanghai Park has established the Anti-Freezing Steering Group and relevant responsible and implementing departments, while Shenzhen Park has set up a major climate change emergency team to coordinate the work against typhoon.</p> <p>設立專職部門：上海園區設立防寒防凍領導小組及相關責任和執行部門，深圳園區設立重大氣候變化應急小組，協調颱風等氣候變化相關工作。</p> <p>Routine inspection and early warning: Shanghai Park carries out routine inspections every winter to prevent freezing of pipes and pedestrian falls caused by extreme weather, and Shenzhen Park assigns dedicated persons to watch weather conditions and give early warnings to all relevant posts in a timely manner.</p> <p>常態化檢查與預警：上海園區每年冬季期間開展設施常態化檢查工作，預防因極端天氣所導致渠道凍破及行人摔倒等情況；深圳園區專崗每天關注天氣情況，將預警信息及時通知到各崗位。</p>

	<p>Formulating emergency plan: We have developed emergency plans for extreme weather, and has been carrying out regular drills and reviews to ensure the full and effective implementation of the emergency plans and thus minimize the losses caused by extreme weather. Shanghai Park has developed the <i>Plan for Protection against Cold and Freezing Conditions in Cold Weather</i>, and <i>Shenzhen Park has developed the Emergency Measures for Guiding against Typhoon and Flood</i>.</p> <p>制定應急預案：針對極端天氣制定應急預案，定期演練、複盤，保障應急預案全面落實到位，將極端天氣帶來的損失降到最低。上海園區制定《防寒防凍低溫天氣預案》，深圳園區制定《防台防汛應急措施》應急預案。</p> <p>Drills for guarding against typhoon and flood: Know well about our production safety vulnerabilities in extreme weather and flooding season and promptly organize drills for guarding against typhoon and flood. During the year, Shanghai Park organized 4 drills for guarding against typhoon and flood and Shenzhen Park organized 2 drills.</p> <p>防台防汛演練：掌控極端天氣及汛期安全生產短板，迅速組織開展防台防汛演練。本年度，上海園區開展防台防汛演練 4 次，深圳園區開展 2 次。</p>
<p>Environmental Change 環境變化</p>	<p>Building design: The impact of typhoons on buildings be fully considered in building design, and that typhoons' damage to buildings be mitigated by reinforcing structural measures, using durable materials and strengthening connecting elements.</p> <p>建築設計：在建築設計中充分考慮颱風對建築的影響，通過加強結構措施、選用耐久材料及加強連接構件等方式抵抗颱風對建築的破壞。</p> <p>Material selection: Learn more about new materials and add material options.</p> <p>材料選擇：加強新型材料知識儲備，拓寬材料選擇面。</p> <p>Building maintenance: Maintain building facilities, especially HAVC facilities and equipment, to ensure that customer needs are met.</p> <p>樓宇維護：維護保養樓宇設施，重點做好供暖、製冷、通風及空氣調節設施設備的維保，確保滿足客戶需求。</p> <p>Water conservation measures: Adopt water conservation measures and implement upgrade projects for water conservation and wastewater treatment and reuse.</p> <p>節水措施：採取節水措施，實施節水及廢水處理回用的升級工程。</p>
<p>Transition Risks 轉型風險</p>	
<p>Policy and Legal Implications 政策與法規影響</p>	<p>Green promotion: Comply with policies to address climate change and improve corporate social reputation by consciously promoting the Company's low-carbon image and enhancing its green credentials.</p> <p>綠色宣傳：遵守應對氣候變化的政策並提高企業社會聲譽，有意識地進行公司低碳形象的宣傳，提高企業的綠色信譽度。</p>

	<p>Green building: Through analysis of the project's surrounding environment and climate conditions, develop green building design strategies, utilize refined design tools to optimize the plan and create healthy, environmentally friendly residence from the design stage.</p> <p>綠色建築：通過對項目周邊環境與氣候條件的分析，制定綠色建築設計策略，實施精細化的設計手段優化方案，從設計源頭打造健康、環保的居住建築。</p> <p>Policy tracking: Track policies on relevant software service sector on a daily basis, and timely research and analyze relevant policies involving this risk.</p> <p>政策追蹤：日常對相關軟件服務領域政策進行追蹤，及時對涉及到該風險的相關政策進行研究分析。</p> <p>Energy-saving renovation: Carry out energy-saving renovation works for currently existing equipment, such as repairing old equipment and replacing economical energy-saving and carbon-reducing equipment.</p> <p>節能改造：對目前已有設備開展節能改造工程，如維修老舊設備、更換經濟的節能減碳設備。</p>
<p>Technology Risk 技術風險</p>	<p>Improving efficiency: Establish an operational efficiency strategy to improve the Company's production efficiency through technological renovation and improved management measures, and continuously track the development of new energy technologies.</p> <p>提升效率：建立運營效率戰略，通過技術改造、改進管理措施等方式提高公司的生產效率，持續跟蹤新能源技術的發展情況。</p> <p>Developing low-carbon products: Develop and research low-carbon solutions to reduce the carbon intensity of business operations and provide customers with energy-saving and consumption-reducing products.</p> <p>開發低碳產品：開發與研究低碳解決方案，以降低企業運營的碳強度，並為客戶提供節能降耗的產品。</p> <p>Green building technology: Continuously track the development of green building technology, equip relevant professional and technical personnel according to the application of green building technology, and adopt mature green building technology and low energy consumption equipment in design as far as possible.</p> <p>綠建技術：持續跟蹤綠色建築技術的發展情況，根據綠色建築技術應用情況，配備相關的專業技術人才，設計中儘量採用成熟的綠色建築技術與低能耗的設備。</p>
<p>Market Risk 市場風險</p>	<p>Image promotion: Comply with policies to address climate change, consciously promote the Company's low-carbon image, improve the Company's green credibility and social reputation, and take advantage of our presence on the front line to actively carry out greening and environmental protection promotion work in communities to enhance our environmental protection image.</p> <p>形象宣傳：遵守應對氣候變化政策，有意識地進行公司低碳形象的宣傳，提高企業的綠色信譽度與社會聲譽，並利用一線優勢，積極在社區等開展綠化環保宣傳工作，提升企業環保形象。</p>

	<p>Green supply chain: Establish a centralized supplier pool and build a strategic procurement platform. 綠色供應鏈：建立集中採購供應商庫，搭建戰略採購平台。</p> <p>Customer expectations: Respond to the needs of owners and customers and take appropriate measures to meet customer expectations; take customer preference factors into account. 客戶期望：針對業主和客戶的需求，採取相應的應對措施，滿足客戶的期望；對客戶偏好因素進行考量。</p>
<p>Reputational Risk 聲譽風險</p>	<p>Compliance disclosure: Ensure legal and compliant disclosure of cost information. 合規披露：確保成本信息披露的合法、合規性。</p> <p>Policy tracking: Continuously track low-carbon related policies, conduct timely research and analysis of the policies introduced, and adjust the way business is conducted to address risks and requirements in investment expansion. 政策跟蹤：對綠色低碳相關政策進行持續跟蹤，及時對出台政策進行研究分析，並根據投資拓展風險與新需求，調整業務開展方式。</p> <p>Risk control: Pay attention to the risks brought about by climate change, ensure that the risks are controllable and avoid negative impact on the corporate image due to the risks. 風險控制：關注因氣候變化帶來的風險，確保風險可控，避免因風險對企業形象造成負面影響。</p>

Table: Countermeasures against Climate Change Risks

表：氣候變化風險應對措施

Opportunity Management:

Climate change drives green transformation of enterprises. With the support of national policies, online platforms and intelligent management, among others, will see opportunities for growth. If enterprises can seize the opportunity to develop new green technologies or services and find new drivers of growth, climate change will bring positive financial impact to enterprises. In addition, in the construction of its own software parks, Kingdee has introduced a high-standard green building system, vigorously experimented with energy-saving technologies and optimized its energy and resource management in order to keep pace with the times and grasp the opportunities for green development.

機遇管理：

氣候變化帶動企業綠色轉型，在國家政策的支持下，線上平台、智能化管理等將迎來發展機會。如企業能緊抓機遇，開發綠色新技術或新服務，挖掘新的業務增長點，氣候變化將給企業帶來財務方面的正面影響。此外，金蝶在自身園區的建設方面已引入高標準的綠色建築體系，大力嘗試使用節能技術，優化能源及資源管理，緊握時代需求，緊跟綠色發展機遇。

6.1.2 Managing Carbon Emissions

We set annual targets for carbon emissions and reduce them year by year through water consumption, electricity consumption, and various energy saving and emission reduction measures. For 2022, we set a carbon emission target at a growth at or below 10%. Since 2016, we have taken the lead in conducting carbon audits in Shenzhen Software Park, identifying GHG emission sources as well as operational boundaries, and ensuring the accuracy, completeness and availability of GHG emission information through audits by third-party professional organizations. In 2022, we calculated the GHG emissions from all activities and facilities under Kingdee's control based on operational control by using the direct and indirect emission sources of Scope 1 and Scope 2.

	Topics 議題	Unit 單位	2022 2022 年	2021 2021 年	2020 2020 年
Beijing 北京	Greenhouse gas emissions 溫室氣體排放量	Tons of carbon dioxide equivalent 噸二氧化碳當量	370	336	690
Shanghai 上海			124	154	207
Shenzhen 深圳			5,117	6,179	8,565
Beijing 北京	Greenhouse gas emission density 溫室氣體排放密度	Tons of carbon dioxide equivalent/ m ² 噸二氧化碳當量 / 平方米	0.02	0.02	0.036
Shanghai 上海			0.02	0.02	0.029
Shenzhen 深圳			0.08	0.10	0.140

Table: Greenhouse Gas Emission and Intensity

表：溫室氣體排放量及密度

6.1.2 碳排放管理

我們每年設定碳排放的目標，並通過用水量、用電量及目標及多種節能減排措施，逐年降低碳排放量。2022 年，我們設定碳排放目標為增長率不超過 10%。自 2016 年，我們在深圳軟件園開展碳審計工作，確認了溫室氣體排放源以及營運邊界，並通過第三方專業機構審查，確保溫室氣體排放數據的準確性、完整性和可用性。2022 年，我們根據範疇一和範疇二的直接與間接排放源進行計算，得到金蝶基於運行控制權所控制的所有活動和設施的溫室氣體排放量。

6.2 Environmentally-Friendly Operations

6.2.1 Energy and Resource Use

Actively in response to the country's carbon peak and neutrality target, Kingdee effectively integrates the improvement in efficiency of energy, water and other resource use into its daily business operations, continuously promote energy conservation and emission reduction, improve the efficiency of resource use, and reduce unnecessary waste of resources, minimizing the impact on the environment and continuously improving environmental performance. We set targets and then achieve energy saving and consumption reduction through measures such as equipment management, energy saving inspections and environmental protection publicity.

6.2 環保營運

6.2.1 能源與資源使用

金蝶積極回應國家「雙碳」號召，切實將提升能源、水資源等資源使用效能融入到日常業務的運營中，不斷推進節能減排工作，提高資源使用效率，減少不必要的資源浪費，最大程度降低對環境造成的影響，持續改善環境表現。我們進行目標制定，通過設備管理、節能巡查、環保宣傳等措施，實現節能降耗。

6.2.1.1 Objective Setting

Each Kingdee Park sets targets for energy use. We take the targets as assessment indicators for relevant personnel to supervise the energy conservation and consumption reduction work and facilitate the completion of the targets through various water and energy saving measures.

6.2.1.1 目標制定

金蝶各園區設定能源使用目標。我們將目標作為相關人員考核指標，以督促節能降耗工作的進行，並通過多種節水、節能措施推進目標完成。

Energy Type 目標類型	Shenzhen Park 深圳園區	Beijing Park 北京園區	Shanghai Park 上海園區
Water efficiency target 用水效益目標	Water consumption density decreased by 3% 耗水密度下降 3%		
GHG emission target 溫室氣體排放量目標	Greenhouse gas emission intensity decreased by 1% 溫室氣體排放密度下降 1%		
Waste recycling target 廢棄物回收目標	Harmless disposal rate 100% 無害化處理率 100%		

Table: Environmental Protection Targets of Kingdee Parks

表：金蝶各園區環境目標

6.2.1.2 Energy Saving and Consumption Reduction

The Company strictly complies with the *Energy Conservation Law of the People's Republic of China* and other laws and regulations, and has formulated internal management regulations such as the *Energy-Saving Operation Management System* and the *Management System for Water Consumption and Water Conservation* to improve the Company's energy use management system and regulate the lighting system, air-conditioning temperature and bus use. In 2022, Shanghai Park further improved the energy conservation operation management system and developed the *Energy Management Program Formulation and Implementation Procedures* and the *Control Procedures for the Formulation of Energy Benchmarks, Targets, Indicators and Performance Parameters* and other regulations to comprehensively specify the processes for the formulation, revision, implementation and evaluation of energy management programs.

6.2.1.2 節能降耗

公司嚴格貫徹《中華人民共和國節約能源法》等法律法規，我們制定《節能運行管理制度》《用水、節水管理制度》等內部制度，完善公司能源使用管理體系，對照明系統、空調溫度及公車使用等方面進行規範。2022年，上海園區進一步完善節能運行管理制度體系，制定《能源管理方案制定和實施程序》《能源基準、目標、指標及績效參數的制定控制程序》等規範，全面規定能源管理方案的制定、修訂、實施及評估的流程。

Energy-saving Measures:

- Performing energy saving inspections: Perform inspections on lighting as an energy saving mechanisms, arrange lighting scientifically and reasonably according to working hours of employees, and plan illumination levels by zone to avoid energy wastage.
- Reinforcing equipment and facility management: Strengthen tour inspections over equipment and facilities and check the operation of equipment and facilities in public areas and switches on a regular basis to reduce energy consumption, the implementation of which should be overseen by the person in charge of the equipment. Set up a working group on water conservation, regularly maintain water equipment, facilities, water pipes and pools, etc., and timely fix leaks in aging pipes.
- Continuing to implement economical operation and management: Gradually promote energy saving in office equipment, and orderly replace 58-watt lights above work stations with energy-saving 17-watt LED lamps. Add water meters to buildings to effectively monitor water consumption. Reduce the amount of water flushed in the toilets, store water in pools for flushing sewage and rainwater pipes. Appropriately adjust start-up time and running hours of central air conditioners to environmental changes and needs.
- Clean energy use: Shenzhen Park plans to invest in the construction of green buildings, Beijing Park is planning photovoltaic equipment installation on the roof, as well as an energy saving program for the basement.

節能措施:

- 落實節能巡查：落實照明巡檢節能機制，根據員工在崗時間科學合理安排照明時間，並按區規劃照度，避免能源浪費。
- 加強設備設施管理力度：每班次定時巡查公共區域設施設備運作情況，定時檢查開關設備，降低能源消耗，由設備負責人監督執行；成立節約用水工作組，對用水設備、設施、水管、水池等定期保修，及時維修渠道老化漏水點。
- 持續實行經濟運行管理：逐步推動辦公設備節能，有序更換辦公卡位節能 LED 燈盤，每個卡位照明從 58 瓦降至 17 瓦；樓棟增加水錶設備，有效監測用水能耗；減小衛生間沖水量，水池儲水，用於沖洗污水與雨水渠道；根據環境優化調整中央空調主機啟動時間及開機時長，結合需求變化進行合理調整。
- 清潔能源使用：深圳園區計畫投入建設綠色建築，北京園區正在規劃屋頂安裝太陽能光伏設備，以及針對地庫的能源節約方案。

Case: Kingdee Cloud Building was built as a green, intelligent building

案例：金蝶雲大廈完成建設，打造綠色、智能建築

In 2022, for Kingdee Cloud Building, we completed the overall layout and decoration design, determined the direction of planning for future delivery and operation, and used leading technologies in energy saving and consumption reduction, air-conditioning system and intelligence to promote the development of cloud services in the building sector. 2022 年，金蝶雲大廈完成整體佈局及裝修設計、確認運營規劃方向，為未來交付使用及運營提供前瞻性保障，並在節能降耗、空調系統、智能化等方面運用領先技術，推動雲服務在建築領域的發展。

• Overall energy saving and consumption reduction performance:

• 整體節能降耗性能績效：

- It has been initially certified to LEED Platinum and is planned to be awarded China Green Building Three Star Certification.
- 已獲得 LEED 鉑金預認證，規劃獲得中國綠建三星認證。



- A typical high-end 8-car lift cluster can save 453 MWh of electricity per year, equivalent to the electricity consumption of 130 average households in a year

- 一個典型的 8 台轎廂高端電梯群組每年可節省 453 MWh 電量，相當於 130 個普通家庭一年的用電量。

- Comprehensive energy efficiency (COP \geq 5.4) for refrigeration compressor room, higher than Guangdong Province's standard for Level-1 energy efficiency (COP \geq 5.0), saving about 30% of electricity costs for air conditioning and refrigeration compared to common office buildings.

- 冷源機房綜合能效 COP \geq 5.4，高於廣東省標準一級能效水平（COP \geq 5.0），相比普通辦公樓的空調製冷電費節省約 30%。

- **A/C and fresh air ventilation system highlights:**

- **空調新風系統專項亮點：**

- It uses water source cooling, which stores cool during off-peak hours of electricity consumption and releases cool during peak hours to reduce air-conditioning operating costs.

- 冷源採用水蓄冷，利用穀電蓄冷，峰點放冷，降低空調運行費用。

- The main unit is a magnetic levitation unit, which is more energy-efficient than centrifugal or screw compressors when running at low load. The PAU/AHU/FCU adopts DC brushless motors to be more energy-efficient and less noisy.

- 主機為磁懸浮機組，低負荷運行時比離心機或螺桿機更加節能，PAU/AHU/FCU 採用直流無刷電機更加節能，噪音更小。

- The office floor's air conditioning system is equipped with coarse and medium efficiency filtration and electrostatic air purification to enhance comfort.

- 塔樓辦公層空調風系統設置粗、中效過濾與靜電空氣淨化功能，提升舒適度。

- **Intelligent design:**

- **智能化設計：**

- The building is intelligent in overall planning, design and construction, taking into account multiple business scenarios.

- 大廈結合業務多場景，智能化整體規劃、設計及建設，打造智能化樓宇。

Meanwhile, we promoted awareness of energy conservation among all employees through daily promotion and thematic activities. In 2022, we carried out daily energy conservation promotion through small slogans, dashboards and posters, such as "save water and electricity", "turn off lights when leaving", "turn off monitors when leaving", and "set A/C temperature properly". We have produced Jinxiaodie series video clips to promote conservation, cost reduction and efficiency. We also launched the "Energy saving, low-carbon life" campaign, which was widely participated by our employees, including 254 people on-site and 2,300 online, to raise their awareness of energy saving and create a beautiful Kingdee.

同時，我們通過日常宣導及主題活動等方式，提升全員節能意識。2022 年，我們通過張貼節能小標語、節能展板與畫報，涵蓋節水節電、人走關燈、離開關閉顯示器、空調設定溫度等內容，進行日常節能科普；製作金小蝶系列文明宣傳短片，宣導厲行節約、降本增效；開展「節能我行動，低碳新生活」主題活動，現場參與互動人員 254 人，線上關注參與活動人員 2,300 人，獲得員工的廣泛參與，提升全員の節能意識，共創美麗金蝶。

6.2.1.3 Vehicle Management

We provided for the registration, use and handling of vehicles in accordance with the *Official Vehicle Management Measures*. In 2022, Kingdee officially launched the "Vehicle Butler" application, which allows departments with official vehicles to complete procedures for applying for vehicle issues and maintenance online, instead of doing the same offline on paper. Relevant departmental staff and vehicle management personnel can access vehicle usage records at any time, and solve vehicle service problems such as insurance and maintenance in a timely manner, so as to keep abreast of the latest developments and greatly enhance the efficiency of vehicle management.

6.2.1.4 Green Office

We actively promote paperless office to reduce carbon emissions. 2022, Shenzhen Park evaluated and integrated various paper forms for administration purposes, reduced the number of form categories, launched electronic forms in QR codes, and conducted statistics in the background. Canteens have upgraded its payment system to a smart cashier system, enabling online code scanning and face recognition payments to provide more convenient services for staff. Hotel Enquiry light application and business card application system has come online to address employees' needs for business trips, hotels and business cards at all levels, optimizing the service process and improving service efficiency. Shanghai Park has launched Wojia Cloud platform to carry out tour inspection on engineering facilities and equipment, handling of customer reports and repairs, security patrol check-in and other park affairs, reducing paper-based offices.

In addition, we promoted the paperless office through posts on WeChat public account to encourage our staff to actively practice environmentally friendly office.

6.2.1.3 車輛管理

我們依據《公務車輛管理辦法》制度，對車輛的登記、使用及處理進行規定。2022年，金蝶正式上線「車管家」應用，配有公務車輛的部門，可線上申請車輛業務辦理、維護登記等事務，替代原有線下紙質登記方式，部門負責人員和車輛管理人員可隨時調閱車輛使用情況記錄，及時解決保險、維修等車務問題，第一時間掌握最新動態，極大提升車輛管理效率。

6.2.1.4 綠色辦公

我們積極推進無紙化辦公，減少碳排放。2022年，深圳園區對行政紙質版表格進行評估與整合，減少表格類別，啟用電子二維碼登記表，進行後台數據統計；餐廳升級支付智慧收銀，實現線上掃碼與人臉識別支付員，便利員工服務；酒店查詢輕應用、名片申請系統上線，解決員工各個等級差旅酒店、名片需求，優化服務流程，提高服務效率。上海園區上線「我家雲平台」，開展工程類設施設備巡檢、客戶報事報修處理、安保巡更簽到等園區事務，減少紙質辦公。

另外，我們通過公眾號推文對無紙化辦公進行宣傳和推廣，鼓勵員工積極踐行環保辦公。

Energy Type 能源類型	Unit 單位	Beijing 北京	Shanghai 上海	Shenzhen 深圳
Gasoline 汽油	Litre 升	15,626	4,363	13,004
Electricity on Outsourced Power Grid 外購電力用電	kWh 千瓦時	583,606	200,129	8,918,164

Table: Energy Consumption in Kingdee's Parks

表：金蝶各園區能源使用量

Resource Type 資源類型	Unit 單位	Beijing 北京	Shanghai 上海	Shenzhen 深圳
Office paper consumption 辦公用紙	kg 千克	3,290	1,765	6,424
Water consumption 耗水	m ³ 立方米	4,186	4,004	77,188
Water consumption density 耗水密度	m ³ /m ² 立方米 / 平方米	0.24	0.57	1.19

Table: Resources Consumption in Kingdee's Parks

表：金蝶各園區資源使用量

6.2.1.5 Green Park

We manage the environment of our parks in accordance with the *Park Environmental Improvement Regulations* to maintain a green environment. In 2022, Shanghai Park issued the *Environmental Factor Identification Methods* and the *Significant Environmental Factor Evaluation Methods*, which stipulate the methods for identifying, classifying and responding to environmental factors, and required that after the identification and evaluation of environmental factors, each department form an Environmental Factor Identification and Evaluation Form for timely follow-up and feedback, so as to enhance environmental management capability of the park.

We are actively improving the living and working environment of the Park to create a comfortable daily space for our employees. We are actively improving the living and working environment of the Park to create a comfortable daily space for our employees. In 2022, we actively carried out actions to improve the working environment, including the creation of a movable shared office space, the pilot launch of a sports culture wall, the establishment of a courier transfer station, and regular inspections of floors for uncivilized smoking behaviors, identified pain points for rectification on each floor and warehouse, and carried out special rectification program for unclaimed materials as well as materials left by separated employees. For the living environment, we cleaned up dead leaves from the green belts, watered the plants sufficiently, pruned the shrubs and lawns in the park, and carried out regular maintenance work such as pest control and fertilizer application to help create a green space. During the year, Shenzhen Park replanted grass on the garden lawn twice, trimmed small green belt and hedges 16 times, cut dead branches and low hanging branches and cleared leaves 12 times, replanted grass on the outer lawn twice, carried out pest control 15 times and fertilized landscape trees, green plants and lawn 12 times.

6.2.1.5 綠色園區

我們依據《園區環境整治規範》對園區環境進行管理，維護綠色的園區環境。2022年，上海園區發佈《環境因素識別方法》《重大環境因素評價方法》，規定環境因素進行識別、分類及應對的方法，並要求在環境因素識別評價後，各部門形成《環境因素識別與評價表》進行及時跟蹤與反饋，提升園區環境管理能力。

我們積極改善園區的生活與工作環境，為員工打造舒適的日常空間。2022年，針對工作環境，我們積極開展園區環境整治行動，包括打造可移動共享辦公空間、開啟運動文化牆試點、設立快遞中轉站、定期對樓層進行檢查不文明吸煙行為，並梳理各樓層、倉庫等整改痛點，針對無人認領物資、離職物資等進行專項整改。針對生活環境，我們重點清理綠化帶枯葉、保障植物澆水頻次，並對園區灌木、草坪進行修剪，定期開展病蟲害防治、施肥養護等養護工作，助力營造綠色空間。本年度，深圳園區對花園草坪補種2次，小型綠化、綠籬造型修剪16次，喬木枯枝、低垂枝杆修剪及落葉清理12次，週邊草坪更換補種2次，病蟲害消殺防治15次，景觀喬木、綠植及草坪施肥12次。

Case: Parks maintained trees to improve their environment 案例：各園區開展樹木養護，美化園區環境

In 2022, we carried out maintenance on dry meadow and plants, lifted and reinforced trees that had been damaged and tipped over after typhoon, and cut the edges of the lawns extending from the park to the road in order to make Kingdee park more beautiful.

2022 年，我們對枯地綠植進行美化，對颱風過境後的受損傾倒樹木進行扶正和加固，對園區延伸至道路上的草坪進行切邊美化，打造金蝶綠色園區。



Picture: Maintaining trees

圖：開展樹木養護情況

6.2.2 Waste Management

Kingdee strictly complies with national laws and regulations on waste management. In the three parks of Kingdee in Beijing, Shanghai and Shenzhen, we follow the local regulations on waste and garbage management and implement the *Garbage Classification Guidelines* and other rules of the parks. In 2022, we further improved the waste management system in each park. Shenzhen Park formulated the *Standing Book for Creating Units Implementing Garbage Classification in Office Buildings in Kingdee Software Park*, Shanghai Park formulated the *Waste Management Regulations* and Beijing Park formulated the *Garbage Classification Management Measure*, and appointed a third-party certification agency to sort out all the Park's files, systems, work procedures and operation manuals to form a fixed system of regulations for the park and strengthen its waste management capabilities.

We handle all kinds of waste properly and reduce the negative impact on the environment through waste classification and regular recycling at fixed points. For general waste, we strictly implement garbage classification, regular recycling and clearing at fixed points, and recycling of renewable resources. For hazardous waste, we set up toxic and hazardous waste bins, clean and store dangerous and hazardous and toxic items separately and store them at designated points for regular collection by qualified third parties.

In 2022, the parks focused their waste management efforts on waste discharge, waste classification and solid waste disposal:

6.2.2 廢棄物管理

金蝶嚴格遵守國家有關廢棄物管理的相關法律法規，在金蝶所屬的北京、上海與深圳三個園區內，均遵循當地廢棄物及垃圾分類管理條例，落實園區《垃圾分類作業指導書》等制度。2022 年，我們進一步完善各園區的廢棄物管理制度體系，深圳園區新制定《金蝶軟件園商務寫字樓垃圾分類單位創建工作臺帳》，上海園區制定《廢棄物管理規定》，北京園區制定《垃圾分類管理辦法》，並委託第三方認證機構對園區所有文件、制度、工作規程、操作手冊等進行梳理，形成園區固定制度文件體系，加強廢棄物管理能力。

我們妥善處理各種廢棄物，通過垃圾分類、定時定點回收等方式，降低對環境的負面影響。對於一般廢棄物，我們嚴格執行垃圾分類，定點定期回收清運，回收可利用再生資源；針對有害廢棄物，我們設定有毒有害垃圾桶，對危險物品、有害有毒物品單獨進行清理和收納，並統一存放，待存在一定量後委託有資質的第三方統一處理。

2022 年，各園區對於廢棄物管理的工作重點放在廢棄物排放、垃圾分類與固廢處置上：

Shenzhen Park:

•Set up battery recycling points, encouraged employees to put used batteries at such points, posted relevant rules in public areas, cleaned staff areas, and standardized rules for warehouse management in public areas, etc.

•Garbage classification: Implemented strict garbage classification, regular recycling and clearing at fixed points, and recycling of renewable resources.

•Solid waste disposal: Solid waste that cannot be further processed and utilized was placed at fixed points for collection once a week by a qualified third party.

Shanghai Park:

•Waste discharge: Within the Company, in strict accordance with waste discharge standards, waste must not be discharged before passing test by testing agencies. Within the park, sewage pipes were flushed regularly after waste discharge.

• Garbage classification: Implemented strict garbage classification, regular recycling and clearing at fixed points, and recycling of renewable resources.

• Solid waste disposal: Solid waste that cannot be further processed and utilized was placed at fixed points for collection on quarterly basis by a qualified third party.

Beijing Park:

•Waste discharge: Set annual waste volume, broke it down into each month, supervised daily waste volume, and analyzed waste volume month by month for any abnormalities, and timely follow-up and rectification.

• Garbage classification: The cleaning firm arranged dedicated staff to carry out waste classification, floor cleaners carried out waste classification on each floor, and the relevant person in charge of waste classification also carried out random inspections in the park regularly, and no violations were found.

• Solid waste disposal: A dedicated person was responsible for the collection and disposal of solid waste twice a day.

深圳園區:

•設置電池回收點，鼓勵員工進行電池定點投放、增加公共區域宣傳規範、員工區垃圾清理行動、公區倉庫管理規範化標準等。

•垃圾分類：垃圾嚴格執行分類，定點定期回收清運，回收可利用再生資源。

•固廢處置：將無法進一步處理和利用的固體廢物放置於固定單獨堆放點，由第三方公司專人負責每週回收一次。

上海園區:

•廢棄物排放：企業內嚴格按照廢棄物排放標準進行，經檢測機構核驗通過後才可實行廢棄物排放；園區內廢棄物排放後，定期進行污水渠道沖洗。

•垃圾分類：垃圾嚴格執行分類，定點定期回收清運，回收可利用再生資源。

•固廢處置：將無法進一步處理和利用的固體廢物放置於固定單獨堆放點，由第三方公司每季度回收一次。

北京園區:

•廢棄物排放：制定年產量，每月對年產量進行分解，每天監管清運數量，逐月分析清運量，對異常情況分析，及時跟蹤並整改。

•垃圾分類：保潔公司安排專人進行站點垃圾分類，樓層保潔員對各樓層進行垃圾分類，屬地垃圾分類負責人也定期到園區進行抽檢工作，並無發現違規項。

•固廢處理：由專人負責對固廢物進行每天兩次的回收和處置工作。

6.3 Clean Technology Opportunities

Kingdee is committed to providing customers with energy-saving green products and digital platforms to reduce the environmental impact of enterprises in order to promote sustainable development in society. In 2022, we provided products such as the enterprise PasS platform and the industrial internet platform for enterprises to empower industry partners. Meanwhile, we developed a digital employee platform to help companies save on human costs and use resources efficiently.

With clean technology development as one of our core strategies, we are working intensively to develop cleantech. The following cleantech opportunities have been identified:

- Developing smart manufacturing solutions: Support enterprises to improve product and increase efficiency, including the use of Internet for low carbon solutions.
- Researching low-carbon solutions: Realize and support low carbon solutions through product support, providing solutions, and theoretical breakthroughs, such as low carbon related accounting and measurement topics.

6.3 清潔技術機遇

金蝶致力於為客戶提供節能降耗的綠色產品、數字化的平台，降低企業的環境影響，以促進社會的可持續發展。2022年，我們提供企業級的 Pass 平台，企業的工業互聯網平台等產品，為行業夥伴相賦能；同時，開發數字員工平台幫助企業節約用工成本，高效利用資源。

我們將清潔技術創新作為核心戰略之一，大力發展清潔技術，已識別的清潔技術機遇如下：

- 開發智能製造方案：在增強產品改善效率，包括互聯網的運用可以減少低碳方案提供支撐，提供支持。
- 研究低碳解決方案：通過產品支持、提供方案、理論突破等方式，實現和支持低碳方案，如低碳相關的會計計量課題。

Case: Kingdee Invoice Cloud helped enterprises achieve paperless financial and tax control process

案例：金蝶票據云，助力企業實現無紙化財稅管控

Using advanced technologies such as artificial intelligence, big data, cloud computing, blockchain and OCR, Kingdee Invoice Cloud provides enterprises with leading comprehensive solutions for invoice management, image management and electronic accounting file management. As of December 31, 2022, 52,738 enterprises had used Kingdee Invoice Cloud public cloud services, issuing a total of 91,892,609 electronic invoices, collecting a total of 204,078,441 invoices and handling 166,965,017 electronic accounting vouchers.

金蝶票據云利用人工智能、大數據、雲計算、區塊鏈、OCR 圖像識別等先進技術，為企業提供領先的發票管理、影像管理及電子會計檔案管理等綜合解決方案。截止至 2022 年 12 月 31 日，52,738 家企業使用了金蝶票據云公有雲服務，開具電子發票總數 91,892,609 張，實現收票 204,078,441 張，會計憑證電子化 166,965,017 張。

Case: Developed a digital employee platform to drive digital transformation of the economy
案例：開發「數字員工」平台，推動數字化經濟轉型

In 2022, Kingdee Research Institute developed a digital employee platform for finance in a hybrid work model, where each digital employee has an image with specific office, position and skills, and can be given multiple skills. The skills are powered by different technologies, including RPA, APIs and big data. The digital employee represents a highly anthropomorphic new type of productivity powered by deeply integrated technologies such as "AI+RPA+Big Data", collaborating with human employees or independently undertaking part of the business process to achieve efficient collaboration between software systems and human employees and reduce waste of resources.

2022年，金蝶研究院開發混合工作模式下的財務數字員工平台，其由辦公室、職位、技能組成，每個數字員工擁有相應的形象，可被賦予多項技能。技能由不同技術封裝而成，包括RPA、API和大數據等技術。數字員工是「AI+RPA+大數據」等多重技術深度融合的高度擬人化的新型生產力，與普通員工協作或獨立承擔部分業務流程，以實現軟件系統和人類員工之間的高效協作，減少資源浪費。

In the future, Kingdee will launch the system and expects to introduce four digital employees, namely a shared digital reviewer, a digital business travel assistant, a digital treasury specialist and a digital tax preparer, to help complete document review, treasury settlement and tax reminders, which will greatly improve financial processing efficiency and promote digital transformation of the economy.

未來金蝶將上線該系統，預計推出四個數字員工，分別為共享數字審核員、數字差旅助手、資金數字專員、數字報稅員，幫助完成單據審核、資金結算、稅務提醒等工作，將極大提高財務處理效率，推動數字化經濟轉型。





Appendix

附錄



7 Overview of Sustainable Development Performance

7 可持續發展表現概述

7.1 List of Policies

7.1 政策列表

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
A Environment 環境	<p><i>Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution</i> 《中華人民共和國固體廢物污染環境防治法》</p> <p><i>Environmental Protection Law of the People's Republic of China</i> 《中華人民共和國環境保護法》</p> <p><i>Energy Conservation Law of the People's Republic of China</i> 《中華人民共和國節約能源法》</p>	<p><i>Plan for Protection against Cold and Freezing Conditions in Cold Weather</i> 《防寒防凍低溫天氣預案》</p> <p><i>Emergency Measure for Guarding against Typhoon and Flood</i> 《防台防汛應急措施》</p> <p><i>Energy-saving Operation Management System</i> 《節能運行管理制度》</p> <p><i>Management System for Water Consumption and Water Conservation</i> 《用水、節水管理制度》</p> <p><i>Energy Management Program Formulation and Implementation Procedures</i> 《能源管理方案制定和實施程序》</p> <p><i>Control Procedures for the Formulation of Energy Benchmarks, Targets, Indicators and Performance Parameters</i> 《能源基準、目標、指標及績效參數的制定控制程序》</p> <p><i>Official Vehicle Management Measures</i> 《公務車輛管理辦法》</p> <p><i>Park Environmental Improvement Regulations</i> 《園區環境整治規範》</p> <p><i>Environmental Factor Identification Methods</i> 《環境因素識別方法》</p> <p><i>Significant Environmental Factor Evaluation Methods</i> 《重大環境因素評價方法》</p> <p><i>Environmental Factor Identification and Evaluation Form</i> 《環境因素識別與評價表》</p> <p><i>Garbage Classification Guidelines</i> 《垃圾分類作業指導書》</p> <p><i>Standing Book for Creating Units Implementing Garbage Classification in Office Buildings in Kingdee Software Park</i> 《金蝶軟件園商務寫字樓垃圾分類單位創建工作台帳》</p> <p><i>Waste Management Regulations</i> 《廢棄物管理規定》</p> <p><i>Garbage Classification Management Measure</i> 《垃圾分類管理辦法》</p>

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
B1 Employment 僱傭	<p><i>Labor Law of the People's Republic of China</i> 《中華人民共和國勞動法》</p> <p><i>Labor Contract Law of the People's Republic of China</i> 《中華人民共和國勞動合同法》</p> <p><i>Law of the People's Republic of China on the Protection of Minors</i> 《中華人民共和國未成年人保護法》</p> <p><i>Employment Promotion Law of the People's Republic of China</i> 《中華人民共和國就業促進法》</p> <p><i>Social Insurance Law of the People's Republic of China</i> 《中華人民共和國社會保險法》</p> <p><i>Provisions on the Prohibition of Using Child Labor of the People's Republic of China</i> 《中華人民共和國禁止使用童工規定》</p> <p><i>Interim Regulations on Labor Dispatch</i> 《勞務派遣暫行規定》</p>	<p><i>Kingdee Job Qualification Management Measures</i> 《金蝶任職資格管理辦法》</p> <p><i>Bylaws of the Job Qualification Management Committee of Kingdee</i> 《金蝶任職資格管理專業委員會章程》</p> <p><i>Kingdee Outsourced Employee Management Measures</i> 《金蝶外包人員管理辦法》</p> <p><i>Measures for Election of the First Congress of the Trade Union</i> 《工會第一次代表大會選舉辦法》</p> <p><i>Measures for Democratic Election of Candidates</i> 《候選人民主產生辦法》</p>
B2 Health and Safety 健康與安全	<p><i>Labor Law of the People's Republic of China</i> 《中華人民共和國勞動法》</p> <p><i>Fire Control Law of the People's Republic of China</i> 《中華人民共和國消防法》</p> <p><i>Work Safety Law of the People's Republic of China</i> 《中華人民共和國安全生產法》</p> <p><i>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</i> 《中華人民共和國職業病防治法》</p> <p><i>Regulation on Work-Related Injury Insurance</i> 《工傷保險條例》</p>	<p><i>Work Safety Accountability System</i> 《安全生產責任制度》</p> <p><i>Emergency Handling Measures</i> 《突發事件處理辦法》</p>

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
B3 Development and Training 發展及培訓	/	<p><i>Kingdee Job Qualification Management Measures</i> 《金蝶任職資格管理辦法》</p> <p><i>Kingdee Rotation Management Measure</i> 《金蝶輪崗管理辦法》</p> <p><i>Kingdee Mentor Management Measures</i> 《金蝶員工導師管理辦法》</p> <p><i>Management Measures for Kingdee New Employees Training</i> 《金蝶新員工培訓管理辦法》</p> <p><i>Mentor System for New Employees</i> 《新員工入職導師制》</p> <p><i>Kingdee Management Measures for Professional Programs Development</i> 《金蝶專業類課程開發管理辦法》</p> <p><i>Kingdee Management Measures for Lecturers</i> 《金蝶講師管理辦法》</p> <p><i>Kingdee Management Measures for Software Employee Training</i> 《金蝶軟件員工培訓管理辦法》</p> <p><i>Management Measures for Employee Professional Skill Training</i> 《員工專業技能培訓管理辦法》</p> <p><i>Kingdee Leadership Model</i> 《金蝶領導力模型》</p> <p><i>Kingdee Incentive Scheme 2022</i> 《金蝶 2022 年度激勵辦法》</p> <p><i>Kingdee Group Management Measures for Patents</i> 《金蝶集團專利管理辦法》</p>
B5 Supply Chain Management 供應鏈管理	The Bidding Law of the People's Republic of China 《中華人民共和國招標投標法》	<p><i>Kingdee Rules on Supplier Management</i> 《金蝶供應商管理細則》</p> <p><i>Kingdee Rules on Tendering Management</i> 《金蝶招標管理細則》</p> <p><i>Kingdee Procurement Management System</i> 《金蝶採購管理制度》</p> <p><i>Letter of Undertaking for Integrity</i> 《陽光合作承諾書》</p> <p><i>Kingdee ISV Partner Recruitment and Institutional Sales Incentive Measures</i> 《2022 金蝶 ISV 夥伴招募及機構銷售激勵辦法》</p> <p><i>Kingdee ISV Partner Joining and Management Measures</i> 《金蝶 ISV 夥伴加盟及管理辦法》</p> <p><i>Kingdee Authorized Service Partner Management Measures</i> 《金蝶授權服務夥伴管理辦法》</p>

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
		<p><i>Annual Appraisal Measures for Outstanding Chinese Partners of Kingdee</i> 《金蝶中國合作夥伴年度評優辦法》</p> <p><i>Management Measures for Punishment of Kingdee Ecological Partners in Violation of Rules</i> 《金蝶生態合作夥伴違規處罰管理辦法》</p>
B6 Product Responsibility 產品責任	<p><i>Cybersecurity Law of the People's Republic of China</i> 《中華人民共和國網絡安全法》</p> <p><i>Data Security Law of the People's Republic of China</i> 《中華人民共和國數據安全法》</p> <p><i>Personal Information Protection Law of the People's Republic of China</i> 《中華人民共和國個人信息保護法》</p> <p><i>Copyright Law of the People's Republic of China</i> 《中華人民共和國著作權法》</p> <p><i>Intellectual Property Law of the People's Republic of China</i> 《中華人民共和國知識產權法》</p> <p><i>Patent Law of the People's Republic of China</i> 《中華人民共和國專利法》</p> <p><i>Trademark Law of the People's Republic of China</i> 《中華人民共和國商標法》</p> <p><i>Anti-Unfair Competition Law of the People's Republic of China</i> 《中華人民共和國反不正當競爭法》</p> <p><i>Advertising Law of the People's Republic of China</i> 《中華人民共和國廣告法》</p> <p><i>Law of the People's Republic of China on Consumer Protection</i> 《消費者合法權益保護法》</p> <p><i>Administrative Provisions on Comment Threading Services on the Internet</i> 《互聯網跟帖評論服務管理規定》</p>	<p><i>Kingdee Management Measures for Client Data Security</i> 《金蝶客戶數據安全管理辦法》</p> <p><i>Information Security Manual for Kingdee's Employees</i> 《金蝶員工信息安全手冊》</p> <p><i>Cybersecurity Emergency Response Plan</i> 《網絡安全應急預案》</p> <p><i>Kingdee Management Measures for Security Operation and Maintenance of IT Assets</i> 《金蝶 IT 資產安全運維管理辦法》</p> <p><i>Kingdee Management Measures for Research and Development of Product Security</i> 《金蝶產品安全研發管理辦法》</p> <p><i>Kingdee Management Measures for Internet Security Operation and Maintenance</i> 《金蝶互聯網安全運維管理辦法》</p> <p><i>Non-conformity Report and Correction Sheet</i> 《不符合項報告及糾正報告表》</p> <p><i>Internal Audit Report on Information Security</i> 《信息安全內審報告》</p> <p><i>Kingdee China Knowledge Management Measures</i> 《金蝶中國知識管理辦法》</p> <p><i>Target Document List for the Working Document Library</i> 《工作文檔庫目標文檔清單》</p> <p><i>Kingdee Sales Service Partner Management Measures</i> 《金蝶營銷合作夥伴管理辦法》</p> <p><i>Kingdee Management Measures for Patents</i> 《金蝶集團專利管理辦法》</p> <p><i>Kingdee Safety Management Standards for Open Sources and Third Party Software</i> 《金蝶開源及第三方軟件安全管理規範》</p> <p><i>Kingdee Management Measures for Customer Success Service and Product Sales</i> 《金蝶客戶成功服務產品銷售管理辦法》</p> <p><i>Kingdee Management Measures for Processing Customer Work Orders</i> 《金蝶客戶工單處理管理辦法》</p> <p><i>Kingdee Customer Complaint Management Regulations</i> 《金蝶客戶投訴管理辦法》</p>

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
		<i>Measures for Rewards and Punishments for Customer Feedbacks on Xu Shaochun's Personal WeChat Public Account</i> 《徐少春個人號客戶反饋獎懲辦法》 <i>Kingdee Management Measures for Customer Success Service Sales</i> 《金蝶客戶成功服務銷售管理辦法》
B7 Anti-corruption 反貪污	Criminal Law of the People's Republic of China 《中華人民共和國刑法》	<i>Kingdee Disciplinary Regulations</i> 《金蝶紀律處分條例》 <i>Guidelines on Reporting Special Matters of Conflict of Interest</i> 《關於利益衝突特殊事項申報指引》 <i>Kingdee Code of Business Conduct</i> 《金蝶商業行為準則》 <i>Labor Contract</i> 《勞動合同》 <i>Guidelines on Reporting Matters of Part-time Jobs in Government and Social Organizations</i> 《關於政府及社會團體組織兼職事項申報指引》 <i>Trade Secrets Management Measures</i> 《金蝶商業秘密管理辦法》 Kingdee Partner Agreement 《金蝶合作夥伴協議》 ISV Partner Agreement 《ISV 合作夥伴協議》

7.2 List of Key Performance Indexes

7.2 關鍵績效指標列表

ESG Indicators ESG 指標	Unit 單位	2022 Data 2022 年數據	2021 Data 2021 年數據	2020 Data 2020 年數據
A1. Emissions A1. 排放物				
A1.2 Greenhouse gas emission and intensity A1.2 溫室氣體排放量及密度				
Greenhouse gas emission (Scope 1 & Scope 2) 溫室氣體排放量 (範疇一 & 範疇二)	Tonnes of CO ₂ e 噸二氧化碳當量	6,583	6,690	9,462
Greenhouse gas emission intensity (per million business volume) 溫室氣體排放密度 (每百萬營業額)	Tonnes of CO ₂ e /million operating revenue 噸二氧化碳當量 / 百萬營業額	1.35	1.60	2.82

Greenhouse gas emission intensity (per m ²) 溫室氣體排放密度 (每平方米)	Tonnes/m ² 噸 / 平方米	0.06	0.07	0.108
A1.3&1.4 Waste A1.3 & A1.4 廢棄物				
Used and scrap electronic equipment (companywide equipment) 廢舊電子設備 (包括全公司)	Pcs 件	680	1,468	1,389
Waste lamps 廢舊燈管	Pcs 根	842	1,516	1,146
A2 Use of resources A2 資源使用				
A2.1 Total energy consumption and intensity A2.1 能源總耗量及密度				
Gasoline 汽油	Litre 升	166,329	209,289	39,893
Diesel 柴油	Litre 升	25	-	-
Outsourced electricity 外購電力	kWh 千瓦時	10,855,098	10,155,040	11,097,476
Electricity Use Intensity 電力使用密度	kWh/m ² 千瓦時 / 平方米	91.02	113.76	127.20
A2.2 Water consumption and intensity A2.2 水資源消耗量及密度				
Total water consumption 總耗用水	m ³ 立方米	85,377	164,222	134,518
Water used intensity 用水密度	m ³ /m ² 立方米 / 平方米	0.96	1.84	1.54

Notes:**註:**

· We used the operational control approach to calculate carbon emissions in 2022. The environmental data for the year 2022 covers emission and resource consumption generated within Kingdee's business and from enterprises in the leased portion of the software park, and does not include those from other companies in the software park.

· 我們使用營運控制權方法對 2022 年碳排放量進行統計。2022 年度環境資料中的排放物及資源使用數據，包含金蝶業務範圍內所產生及企業外租營運部分，不包含軟件園其他公司。

- Carbon emissions refer only to carbon dioxide emissions and do not include the types of greenhouse gases such as methane and nitrous oxide emitted by other emission sources.
- 碳排放量僅指二氧化碳排放量，不包含其他排放源所排放的甲烷、氧化亞氮等溫室氣體類型。
- The environmental data for the year 2022 covers waste, total water consumption and water used intensity generated within the scope of Kingdee's business, and does not include those from other companies and enterprises in the leased portion of the software park.
- 2022 年度環境資料中的廢棄物、水資源消耗量及密度數據，為金蝶業務範圍內所產生，不包含軟件園其他公司及企業外租營運部分。
- Based on the content of Kingdee International's business, emissions from its operations, including emissions of nitrogen oxides, sulfur oxides and other pollutants regulated by national laws and regulations, are insignificant.
- 基於金蝶國際的業務內容，其在運作過程中所產生的廢氣排放，包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物排放並不顯著。
- According to the ISO 14064 greenhouse gas auditing standard, direct greenhouse gas emissions (Scope 1) are from sources directly owned and controlled by the organization, such as greenhouse gas emissions from its own transportation; indirect greenhouse gas emissions (Scope 2) are from indirect sources of energy, such as greenhouse gas emissions from purchased electricity.
- 根據 ISO 14064 溫室氣體審計標準，直接溫室氣體排放（範疇一）針對直接來自於組織所擁有及控制的排放源，如自身所擁有的交通工具的額排放；間接溫室氣體排放（範疇二）針對能源間接排放源，如外購電力而造成的溫室氣體排放。
- According to Appendix 2: Reporting Guidance on Environmental KPIs to How to prepare an ESG Report of the Stock Exchange of Hong Kong, the carbon dioxide is accounted, in which the factor of emission from outsourced electricity is based on the figure revealed in the Notice on Proper Management of Greenhouse Gas Emission Reporting by Enterprises in Power Generation Industry for 2023-2025, i.e. 0.5703t CO₂/MWh, which is the average emission factor for the national power grid for year 2022.
- 根據聯交所《如何準備環境、社會及管治報告 附錄二：環境關鍵績效指標匯報指引》對二氧化碳進行核算，其中外購電力排放因子採用《關於做好 2023—2025 年發電行業企業溫室氣體排放報告管理有關工作的通知》發佈的數據，即 2022 年度全國電網平均排放因數為 0.5703t CO₂/MWh。

ESG Indicators ESG 指標		Unit 單位	2022 Data 2022 年數據	2021 Data 2021 年數據	2020 Data 2020 年數據
B1 Employment B1 僱傭					
B1.1 Total workforce by gender, employment type, age group and geographical region B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數					
	Total number of employees 員工總人數	Person 人	12,036	11,588	10,663
By gender 按性別劃分	Males 男性員工	Person 人	7,789	7,579	7,069
	Females 女性員工	Person 人	4,247	4,009	3,594

By employment type 按僱員類型劃分	Managerial staff 管理線員工	Person 人	1,488	1,477	1,334
	Specialty staff 專業線員工	Person 人	10,548	10,111	9,329
By educational background 按學歷劃分	Associate degree and below 專科及以下	Person 人	1,112	1,245	1,279
	Bachelor's Degree 本科	Person 人	9,891	9,441	8,624
	Master's Degree and above 研究生及以上	Person 人	1,033	902	760
By age 按年齡劃分	Aged 29 and below 29 歲及以下	Person 人	4,589	5,033	5,322
	Aged 30-49 30-49 歲	Person 人	7,246	6,437	5,228
	Aged 50 and above 50 歲或以上	Person 人	201	118	113
By geographical region 按地區劃分	Mainland China 中國大陸	Person 人	11,995	11,542	10,625
	Hongkong, Macau & Taiwan 港澳台	Person 人	40	45	36
	Overseas 海外	Person 人	1	1	2
Other type 其他類別	Employees on maternity leave, pending maternity leave 處於產假、待產假僱員	Person 人	194	61	49
	Staff back to work after maternity leave 產假後復職僱員	Person 人	147	178	164
	Staff eligible for retirement within next five years 未來五年內合資格退休僱員	Person 人	33	33	113

B1.2 Employee turnover rate by gender, age group, and geographical region B1.2 按性別、年齡組別及地區劃分的僱員流失比率僱員					
	Total of employee turnover 員工流失總數	Person 人	2,375	2,924	2,211
By gender 按性別劃分	Males 男性員工	Person 人	1,642	1,975	1,496
	Females 女性員工	Person 人	733	949	715
By employment type 按僱員類型劃分	Managerial staff 管理線員工	Person 人	80	129	92
	Specialty staff 專業線員工	Person 人	2,295	2,795	2,119
By educational background 按學歷劃分	Associate degree and below 專科及以下	Person 人	178	-	-
	Bachelor's Degree 本科	Person 人	2,008	-	-
	Master's Degree and above 研究生及以上	Person 人	189	-	-
By age 按年齡劃分	Aged 29 and below 29 歲及以下	Person 人	1,138	-	-
	Aged 30-49 30-49 歲	Person 人	1,223	-	-
	Aged 50 and above 50 歲或以上	Person 人	14	-	-
By geographical region 按地區劃分	Mainland China 中國大陸	Person 人	2,356	-	-
	Hongkong, Macau & Taiwan 港澳台	Person 人	19	-	-
	Overseas 海外	Person 人	0	-	-

Staff employed in this current year 本年度入職員工		Person 人	2,823	3,851	3,973
By gender 按性別劃分	Males 男性員工	Person 人	1,852	2,487	2,737
	Females 女性員工	Person 人	971	1,364	1,236
By employment type 按僱員類型劃分	Managerial staff 管理線員工	Person 人	0	13	2
	Specialty staff 專業線員工	Person 人	2,823	3,838	3,971
By educational background 按學歷劃分	Associate degree and below 專科及以下	Person 人	108	-	-
	Bachelor's Degree 本科	Person 人	2,424	-	-
	Master's Degree and above 研究生及以上	Person 人	291	-	-
By age 按年齡劃分	Aged 29 and below 29 歲及以下	Person 人	1,738	-	-
	Aged 30-49 30-49 歲	Person 人	1,081	-	-
	Aged 50 and above 50 歲或以上	Person 人	4	-	-
By geographical region 按地區劃分	Mainland China 中國大陸	Person 人	2,809	-	-
	Hongkong, Macau & Taiwan 港澳台	Person 人	14	-	-
	Overseas 海外	Person 人	0	-	-

B2. Health and Safety B2. 健康與安全					
B2.1 Number and rate of work-related fatalities B2.1 因工作關係而死亡的人數及比率					
Number of work-related deaths 因工作關係死亡人數	Person 人	0	0	0	
Number of work-related injuries 工傷次數	Times 次	1	2	0	
B2.2 Lost days due to work injuries B2.2 因工傷損失工作日數					
Total number of days lost due to work-related injuries 因工傷損失總日數	Day 天	29	55	0	
B3. Development and Training B3. 發展與培訓					
B3.1 The times of employee trained by gender, employee type, and training type B3.1 按性別、僱員類型、培訓類型劃分的受訓次數					
	Total times of training 總受訓次數	Person-time 人次	12,573	5,385	-
By gender 按性別劃分	Times of male staff training 男性員工受訓次數	Person-time 人次	8,423	2,926	-
	Times of female staff training 女性員工受訓次數	Person-time 人次	4,150	2,459	-
By employee type 按僱員類型劃分	Times of managerial staff training 管理線員工受訓次數	Person-time 人次	1,282	515	-
	Times of specialty staff training 專業線員工受訓次數	Person-time 人次	11,291	4,870	-
By training type 按訓練類型劃分	Leadership Training 領導力培訓	Person-time 人次	1,282	340	-
	Job Qualification Training 任職資格培訓	Person-time 人次	5,923	203	-
	New Employee Training 新員工培訓	Person-time 人次	1,625	1,188	-
	Featured Special Training 特色專項培訓	Person-time 人次	3,743	3,654	-

B3.2					
	Total training hours of the staff 全體員工總受訓時數	Hours 小時	138,309	36,697	100,972
By gender 按性別劃分	Training hours for male employees 男性員工受訓練時數	Hours 小時	92,653	20,679	64,508.5
	Training hours for female employees 女性員工受訓練時數	Hours 小時	45,656	16,018	36,463
By employee type 按僱員類型劃分	Training hours for managerial staff 管理線員工受訓練時數	Hours 小時	19,230	9,507	10,566.5
	Training hours for specialty staff 專業線員工受訓練時數	Hours 小時	119,079	27,190	90,405
By training type 按訓練類型劃分	Leadership Training 領導力培訓	Hours 小時	19,230	293	-
	Job Qualification Training 任職資格培訓	Hours 小時	83,475	104	-
	New Employee Training 新員工培訓	Hours 小時	24,375	155	-
	Featured Special Training 特色專項培訓	Hours 小時	11,229	160	-
B3.2					
	Average training hour 平均受訓時數	Hour/person 小時 / 人	11.49	6.81	9.47
By gender 按性別劃分	Average training hour for male employees 男性員工平均受訓時數	Hour/person 小時 / 人	11.90	7.07	9.13
	Average training hour for female employees 女性員工平均受訓時數	Hour/person 小時 / 人	10.75	6.51	10.15

By employee type 按僱員類型劃分	Average training hour for managerial staff 管理線員工平均受訓時數	Hour/person 小時 / 人	12.92	18.46	7.92
	Average training hour for specialty staff 專業線員工平均受訓時數	Hour/person 小時 / 人	11.29	5.58	9.69
B5. Supplier management B5. 供應商管理					
B5.1					
By geographical region 按地區劃分	China 中國	Entity 個	348	352	407
	Overseas 海外	Entity 個	0	0	0
B6. Product Responsibility B6. 產品責任					
B6.1	Number of quality accidents identified 質量事故認定數	Case 宗	6	4	4
B6.2					
Total complaints 總投訴數量		Case 宗	393	683	790
By means of complaint 按投訴方式劃分	Complaints hotlines 投訴熱線	Case 宗	311	541	587
	Complaints email 投訴郵箱	Case 宗	8	6	5
	Official letter 公函	Case 宗	2	3	4
	Weibo 微博	Case 宗	0	0	0
	President's mailbox 總裁信箱	Case 宗	0	0	0

	Xu Shaochun's personal WeChat public account 徐少春個人公眾號	Case 宗	65	133	194
	Online customer Service 線上客服	Case 宗	6	0	0
	Official Letter 公函	Case 宗	2	3	4
	Consumer complaint platform 消費投訴平台	Case 宗	1	0	0
	Score of customer satisfaction survey 客戶滿意度調查得分	%	85%	-	-
	Customer service closure rate 客服解決率	%	97%	-	-
	Community DAU 社群日活量	Ten thousand times 萬次	28.9	-	-
B6.3					
	Number of applications for patents 申請專利數量	Pcs 件	278	-	-
	Accumulated number of applications for patents 累計申請專利數量	Pcs 件	2,253	-	-
	Number of granted patents 被授權專利數量	Pcs 件	112	-	-
	Accumulated number of granted patents 累計被授權專利數量	Pcs 件	893	-	-
B7. Anti-corruption B7. 反貪污					
B7.1					
	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period. 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目	Case 件	10	0	0

B7.3 Anti-corruption B7.3 反貪污培訓				
Total number of people participating in anti-corruption training 參與反貪腐培訓的總人數	Person 人	4,285	-	-
Number of directors participating in the anti-corruption training 參與反貪腐培訓的董事人數	Person 人	2	2	-
Number of hours of directors' participation in the anti-corruption training 董事參與反貪腐培訓的小時數	Hour 小時	9	2	-
Number of employees participating in the anti-corruption training 參與反貪腐培訓的員工人數	Person 人	4,283	10,318	-
Number of hours of employees' participation in the anti-corruption training 員工參與反貪腐培訓的小時數	Hour 小時	6,507	6,018	-
Number of employees who have signed undertaking for compliance with anti-corruption polices 簽字承諾遵守反貪腐政策的員工人數	Person 人	2,823	-	-
Number of executives who have signed undertaking for compliance with anti-corruption polices 簽字承諾遵守反貪腐政策的高級管理層人數	Person 人	0	-	-
B8.2				
Resources utilized in the focused scope 在專注範疇所動用資源	RMB 元	1,824,600	80,000	-

7.3 Index to Environmental, Social and Governance Reporting Guide

7.3 《環境、社會及管治報告指引》內容索引

Topic 議題	Guiding requirement 指引要求	Report chapter 報告章節	Remarks 備註
A. Environment A. 環境			
A1 Emissions A1 排放物	General Disclosure 一般披露	6.2 Environmentally-Friendly Operations 6.2 環保營運 6.2.2 Waste Management 6.2.2 廢棄物管理	Gas emission is not important to operation of the Company. Therefore A1.1 does not apply 氣體排放對公司的營運而言並非重要範疇，故 A1.1 不適用
	Key Performance Index A1.2, A1.3, A1.4, A1.5, A1.6 關鍵性績效指標 A1.2, A1.3, A1.4, A1.5, A1.6		
A2 Use of Resources A2 資源使用	General Disclosure 一般披露	6.2 Environmentally-Friendly Operations 6.2 環保營運 6.2.1 Energy and Resource Use 6.2.1 能源與資源使用 6.2.2 Waste Management 6.2.2 廢棄物管理	Packaging material is not needed for products in the prime businesses of the Company. Therefore A2.5 does not apply 公司主營業務的產品不需使用包裝材料，故 A2.5 不適用
	Key Performance Index A2.1, A2.2, A2.3 A2.4 關鍵性績效指標 A2.1, A2.2, A2.3, A2.4		
A3 The Environmental and Natural Resources A3 環境及天然資源	General Disclosure 一般披露	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	
	Key Performance Index A3.1 關鍵性績效指標 A3.1		
A4 Climate Change A4 氣候變化	General Disclosure 一般披露	6.1 Climate Change Response 6.1 應對氣候變化	
	Key Performance Index A4.1 關鍵性績效指標 A4.1		
B. Social B. 社會			
B1 Employment B1 僱傭	General Disclosure 一般披露	5.1 Recruitment 5.1 招聘	
	Key Performance Index AB1.1, B1.2 關鍵性績效指標 B1.1, B1.2		

Topic 議題	Guiding requirement 指引要求	Report chapter 報告章節	Remarks 備註
B2 Health and Safety 健康與安全	General Disclosure 一般披露	5.2.2 Safety and Health 5.2.2 安全與健康	
	Key Performance Index AB2.1, B2.2, B2.3 關鍵性績效指標 B2.1, B2.2, B2.3		
B3 Development and Training B3 發展與培訓	General Disclosure 一般披露	5.2 Employee Development 5.2 員工發展	
	Key Performance Index AB3.1, B3.2 關鍵性績效指標 B3.1, B3.2		
B4 Labour Standards B4 勞工準則	General Disclosure 一般披露	5.1.4 Compliance Employment 5.1.4 合規用工	
	Key Performance Index AB4.1, B4.2 關鍵性績效指標 B4.1, B4.2		
B5 Supply Chain Management B5 供應鏈管理 管理	General Disclosure 一般披露	3.4.4 Supply Chain Anti- corruption Management 3.4.4 供應鏈反舞弊管理 4.2.2 Win-Win with Partners 4.2.2 夥伴共贏 4.2.3 Supplier Management 4.2.3 供應商管理 4.2.4 Industry Cooperation 4.2.4 行業合作	
	Key Performance Index AB5.1, B5.2, B5.3, B5.4 關鍵性績效指標 B5.1, B5.2, B5.3, B5.4		
B6. Product Responsibility B6. 產品責任	General Disclosure 一般披露	4.1 Better Products 4.1 更好的產品 4.3 Better Implementation 4.3 更好的交付 4.4 Better Service 4.4 更好的服務 4.5 Better Reputation 4.5 更好的口碑	B6.1 is not applicable to business of the Company and therefore is not disclosed B6.1 不適用於公司業務，故 不披露
	Key Performance Index AB6.2, B6.3, B6.4, B6.5 關鍵性績效指標 B6.2, B6.3, B6.4, B6.5		
B7. Anti-corruption B7. 反貪污	General Disclosure 一般披露	3.4 Business Ethics 3.4 商業道德	
	Key Performance Index AB7.1, B7.2, B7.3 關鍵性績效指標 B7.1, B7.2, B7.3		

Topic 議題	Guiding requirement 指引要求	Report chapter 報告章節	Remarks 備註
B8. Community Investment B. 社區投資	General Disclosure 一般披露	2.3 Corporate Culture 2.3 企業文化 3.3 Kingdee Philosophy 3.3 金蝶哲學	
	Key Performance Index AB8.1, B8.2 關鍵性績效指標 B8.1, B8.2	4.2.1 China Management Model Research (CMMR) 4.2.1 中國管理模式研究 5.5.2 Safety and Health 5.5.2 安全與健康	



7.4 Index to Codes of Global Reporting Initiative (GRI) – Core Options

7.4 全球報告倡議組織 (GRI) 準則內容索引 - 核心選項

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
Universal Standards 通用標準			
GRI 1: Foundation 2021 GRI 1: 基礎 2021			
GRI 2: General Disclosure 2021 GRI 2: 一般披露 2021			
The organization and its reporting practices 組織及其報告做法			
2-1	Organizational details 組織詳細情況	2 About Kingdee 2 關於金蝶	
2-2	Entities included in the organization's sustainability reporting 納入組織可持續性報告的實體	2 About Kingdee 2 關於金蝶	
2-3	Reporting period, frequency and contact point 報告期、報告頻率和聯繫人	8 About This Report 8 關於本報告	
2-4	Restatements of information 信息重述	Not applicable 不適用	
2-5	External assurance 外部鑒證	Not applicable 不適用	
Activities and workers 活動和工作人員			
2-6	Activities, value chain and other business relationships 活動，價值鏈和其他業務關係	2 About Kingdee 2 關於金蝶	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
2-7	Employees 員工	5.1 Recruitment 5.1 員工招聘	
2-8	Workers who are not employees 員工之外的工作者	5.1 Recruitment 5.1 員工招聘	
Governance 管治			
2-9	Governance structure and composition 管治構架和組成	2 About Kingdee 2 關於金蝶 3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
2-10	Nomination and selection of the highest governance body 最高管治機構提名和遴選	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
2-11	Chair of the highest governance body 最高管治機構主席	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
2-12	Role of the highest governance body in overseeing the management of impacts 在管理影響方面，最高管治機構的監督作用	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
2-13	Delegation of responsibility for managing impacts 為管理影響的責任授權	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
2-14	Role of the highest governance body in sustainability reporting 最高管治機構在可持續性報告中的作用	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
2-15	Conflicts of interest 利益衝突	Not applicable 不適用	
2-16	Communication of critical concerns 重要關切問題的溝通	3.1 ESG Governance 3.1 ESG 管治	
2-17	Collective knowledge of the highest governance body 最高管治機構的共同知識	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
2-18	Evaluation of the performance of the highest governance body 對最高管治架構的績效評價	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
2-19	Remuneration policies 薪酬政策	5.3 Employee Performance 5.3 員工績效	
2-20	Process to determine remuneration 確定薪酬的程序	5.3 Employee Performance 5.3 員工績效	
2-21	Annual total compensation ratio 年度總薪酬比率	5.3 Employee Performance 5.3 員工績效	
Strategy, policies and practices 戰略、政策和實踐			
2-22	Statement on sustainable development strategy 關於可持續發展的戰略聲明	1 Message from the President 1 主席寄語 9 Statement of the Board 9 董事會聲明	
2-23	Policy commitments 政策承諾	8 About This Report 8 關於本報告 9 Statement of the Board 9 董事會聲明	
2-24	Embedding policy commitments 融合政策承諾	8 About This Report 8 關於本報告 9 Statement of the Board 9 董事會聲明	
2-25	Processes to remediate negative impacts 彌補負面影響的程序	Not applicable 不適用	
2-26	Mechanisms for seeking advice and raising concerns 尋求建議和提出關切的機制	5.5. Employee Care 5.5 員工關懷	
2-27	Compliance with laws and regulations 遵守法律法規	7.1 List of Policies 7.1 政策列表	
2-28	Membership associations 協會的成員資格	3.1 ESG Governance 3.1 ESG 管治 3.2 Board Diversity Policy 3.2 董事會結構多元化政策	
Stakeholder engagement 利益相關方參與			
2-29	Approach to stakeholder engagement 利益相關者參與的方法	3.1.2 Stakeholder Communication and Engagement 3.1.2 利益相關方溝通與參與	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
2-30	Collective bargaining agreements 集體談判協議	Not applicable 不適用	
GRI 3: Material Topics 2021 GRI 3: 實質性議題 2021			
3-1	Process to determine material topics 確定實質性議題的過程	3.1.3 Significance Issue Identification 3.1.3 重要性議題識別	
3-2	List of material topics 實質性議題清單	3.1.3 Significance Issue Identification 3.1.3 重要性議題識別	
3-3	Management of material topics 實質性議題的管理	3.1.3 Significance Issue Identification 3.1.3 重要性議題識別	
Topic Standards 議題標準			
GRI 201: Economic Performance 2016 GRI 201: 經濟績效 2016			
201-1	Direct economic value generated and distributed 直接產生和分配的經濟價值	4.1.3 Technology R&D and Innovation 4.1.3 技術研發與創新	
201-2	Financial implications and other risks and opportunities due to climate change 氣候變化帶來的財務影響以及其他風險和機遇	6.1 Climate Change Response 6.1 應對氣候變化	
201-3	Defined benefit plan obligations and other retirement plans 固定福利計劃義務和其他退休計劃	5.3 Employee Performance 5.3 員工績效 5.4 Employee Incentive 5.4 員工激勵 5.5. Employee Care 5.5 員工關懷	
201-4	Financial assistance received from government 政府給予的財政補貼	Not applicable 不適用	
GRI 202: Market Presence 2016 GRI 202: 市場表現 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage 按性別劃分的標準起薪水平與當地最低工資之比	5.3 Employee Performance 5.3 員工績效	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
202-2	Proportion of senior management hired from the local community 從當地社區僱傭高管的比例	5.1.3 Employee Diversity 5.1.3 員工多元化	
GRI 203: Indirect Economic Impact 2016 GRI 203: 間接經濟影響 2016			
203-1	Infrastructure investments and services supported 基礎設施投資和支持性服務	5.5.2 Safety and Health 5.5.2 安全與健康	
203-2	Significant indirect economic impacts 重大間接經濟影響	5.5.2 Safety and Health 5.5.2 安全與健康	
GRI 204: Procurement Practices 2016 GRI 204: 採購實踐 2016			
204-1	Proportion of spending on local suppliers 向當地供應商採購的支出比例	7.2 List of Key Performance Indexes 7.2 關鍵績效指標列表	Divided into domestic and overseas suppliers 分為國內和海外供應商兩類
GRI 205: Anti-corruption 2016 GRI 205: 反腐敗 2016			
205-1	Operations assessed for risks related to corruption 已進行腐敗風險評估的營運點	3.4.1 System and Organizational Assurance 3.4.1 制度與組織保障 3.4.2 Anti-corruption Management 3.4.2 反舞弊管理	
205-2	Communication and training about anti-corruption policies and procedures 反舞弊政策和程序的傳達及培訓	3.4.3 Conducting Anti-corruption Training 3.4.3 開展反舞弊培訓	
205-3	Confirmed incidents of fraud and actions taken 經確認的腐敗事件和採取的行動	3.4 Business Ethics 3.4 商業道德	
GRI 206: Anti-competitive Behavior 2016 GRI 206: 不當競爭行為 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices 針對不當競爭行為、反托拉斯和反壟斷實踐的法律訴訟	Not applicable 不適用	
GRI 207: Tax 2019 GRI 207: 稅務 2019			
207-1	Approach to tax 稅務方針	4.1.1 Product Deployment 4.1.1 產品部署	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
207-2	Tax governance, control, and risk management 稅務治理、控制及風險管理	4.1.1 Product Deployment 4.1.1 產品部署	
207-3	Stakeholder engagement and management of concerns related to tax 與稅務密切相關的利益相關方參與及管理	4.1.1 Product Deployment 4.1.1 產品部署	
207-4	Country-by-country reporting 國別報告	Not applicable 不適用	
GRI 301: Materials 2016 GRI 301: 物料 2016			
301-1	Materials used by weight or volume 所用物料的重量或體積	Not applicable 不適用	
301-2	Recycled input materials used 所用循環利用的進料	Not applicable 不適用	
301-3	Reclaimed products and their packaging materials 再生產品及其包裝材料	Not applicable 不適用	
GRI 302: Energy 2016 GRI 302: 能源 2016			
302-1	Energy consumption within the organization 組織內部的能源消耗量	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	
302-2	Energy consumption outside of the organization 組織外部的能源消耗量	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	
302-3	Energy intensity 能源強度	7.2 List of Key Performance Indexes 7.2 關鍵績效指標列表	
302-4	Reduction of energy consumption 降低能源消耗量	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用 6.3 Clean Technology Opportunities 6.3 清潔技術機遇	
302-5	Reductions in energy requirements of products and services 降低產品和服務的能源需求量	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用 6.3 Clean Technology Opportunities 6.3 清潔技術機遇	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
GRI 303: Water and Effluents 2018 GRI 303: 水資源與污水 2018			
303-1	Interactions with water as a shared Resource 組織與水作為共有資源的相互影響	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	
303-2	Management of water discharge-related impacts 管理與排水相關的影響	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	
303-3	Water withdrawal 取水	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	Within the scope of the report, municipal water supply is the only source of water intake in each location 報告範圍內，各地市政供水是唯一的取水源
303-4	Water discharge 排水	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	
303-5	Water consumption 耗水	6.2.1 Energy and Resource Use 6.2.1 能源與資源使用	
GRI 304: Biodiversity 2016 GRI 304: 生物多樣性 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas 組織在位於或鄰近保護區和保護區外的生物多樣性豐富區域擁有、租賃、管理的營運點	Not applicable 不適用	
304-2	Significant impacts of activities, products and services on biodiversity 活動、產品和服務對生物多樣性的重大影響	Not applicable 不適用	
304-3	Habitats protected or restored 受保護或經修復的棲息地	Not applicable 不適用	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations 受營運影響的棲息地中已被列入世界自然保護聯盟 (IUCN) 紅色名錄及國家保護名冊的物種	Not applicable 不適用	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
GRI 305: Emissions 2016 GRI 305: 排放 2016			
305-1	Direct (Scope 1) GHG emissions 直接 (範圍 1) 溫室氣體排放	6.1.1 Identifying Climate Change Risks 6.1.1 識別氣候變化風險	
305-2	energy indirect/Scope 2 GHG emissions 能源間接 (範圍 2) 溫室氣體排放	6.1.1 Identifying Climate Change Risks 6.1.1 識別氣候變化風險	
305-3	Other indirect/Scope 3 GHG emissions 其他間接 (範圍 3) 溫室氣體排放	Not applicable 不適用	
305-4	GHG emissions intensity 溫室氣體排放強度	6.1.1 Identifying Climate Change Risks 6.1.1 識別氣候變化風險	
305-5	Reduction of GHG emissions 溫室氣體減排量	6.1.1 Identifying Climate Change Risks 6.1.1 識別氣候變化風險	
305-6	Emissions of ozone-depleting substances (ODS) 臭氧消耗物質 (ODS) 的排放	Not applicable 不適用	
305-7	Nitrogen oxides (Nox), sulfur oxides (Sox), and other significant air emissions 氮氧化物 (NO _x)、硫氧化物 (SO _x) 和其他重大氣體排放	Not applicable 不適用	
GRI 306: Effluents and Waste 2016 GRI 306: 廢棄物 2020			
306-1	Waste generation and significant waste-related impacts 廢棄物的產生及廢棄物相關重大影響	6.2.2 Waste Management 6.2.2 廢棄物管理	
306-2	Actions taken to prevent waste generation 廢棄物相關重大影響的管理	6.2.2 Waste Management 6.2.2 廢棄物管理	
306-3	Composition of waste generated 產生的廢棄物	6.2.2 Waste Management 6.2.2 廢棄物管理	
306-4	Recovery operations used to divert waste from disposal 從處置中轉移的廢棄物	6.2.2 Waste Management 6.2.2 廢棄物管理	
	Disposal operations 進入處置的廢棄物	6.2.2 Waste Management 6.2.2 廢棄物管理	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
GRI 308: Supplier Environmental Assessment 2016 GRI 308: 供應商環境評估 2016			
308-1	New suppliers that were screened using environmental criteria 使用環境評價維度篩選的新供應商	4.2.3 Supplier Management 4.2.3 供應商管理	
308-2	Negative environmental impacts in the supply chain and actions taken 供應鏈的負面環境影響以及採取的行動	Not applicable 不適用	
GRI 401: Employment 2016 GRI 401: 僱傭 2016			
401-1	New employee hires and employee Turnover 新進員工僱傭率和員工流動率	7.2 List of Key Performance Indexes 7.2 關鍵績效指標列表	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees 提供給全職員工（不包括臨時或兼職員工）的福利	5.5.1 Protection and Benefits 5.5.1 保障與福利	
401-3	Parental leave 育兒假	5.5.1 Protection and Benefits 5.5.1 保障與福利	
GRI 402: Labor/Management Relations 2016 GRI 402: 勞資關係 2016			
402-1	Minimum notice periods regarding operational changes 有關營運變更的最短通知期	Not applicable 不適用	
GRI 403: Occupational Health and safety 2018 GRI 403: 職業健康與安全 2018			
403-1	Occupational health and safety management system 職業健康安全管理體系	5.5.2 Safety and Health 5.5.2 安全與健康	
403-2	Hazard identification, risk assessment, and incident investigation 危害識別、風險評估和事故調查	5.5.2 Safety and Health 5.5.2 安全與健康	
403-3	Guidance for Disclosure 職業健康服務	5.5.2 Safety and Health 5.5.2 安全與健康	
403-4	Worker participation, consultation, and communication on occupational health and safety 職業健康安全事務：工作者的參與、意見徵詢和溝通	5.5.2 Safety and Health 5.5.2 安全與健康 5.5.3 Employee Communication 5.5.3 員工溝通	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
403-5	Worker training on occupational health and safety 工作者職業健康安全培訓	5.5.2 Safety and Health 5.5.2 安全與健康	
403-6	Promotion of worker health 促進工作者健康	5.5.2 Safety and Health 5.5.2 安全與健康	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 預防和減緩與業務關係直接相關的職業健康安全影響	5.5.2 Safety and Health 5.5.2 安全與健康	
403-8	Workers covered by an occupational health and safety management system 職業健康安全管理体系適用的工作者	5.5.2 Safety and Health 5.5.2 安全與健康	
403-9	Work-related injuries 工傷	7.2 List of Key Performance Indexes 7.2 關鍵績效指標列表	
403-10	Work-related ill health 工作相關的健康問題	5.5.2 Safety and Health 5.5.2 安全與健康	
GRI 404: Training and Education 2016 GRI 404: 培訓與教育 2016			
404-1	Average hours of training per year per employee 每名員工每年接受培訓的平均小時數	7.2 List of Key Performance Indexes 7.2 關鍵績效指標列表	
404-2	Programs for upgrading employee skills and transition assistance programs 員工技能提升方案和過渡協助方案	5.2 Employee Development 5.2 員工發展	
404-3	Percentage of employees receiving regular performance and career development reviews 定期接受績效和職業發展考核的員工百分比	5.2 Employee Development 5.2 員工發展	
GRI 405: Diversity and Equal Opportunity 2016 GRI 405: 多元化與平等機會 2016			
405-1	Diversity of governance bodies and employees 管治機構與員工的多元化	5.1.3 Employee Diversity 5.1.3 員工多元化	
405-2	Ratio of basic salary and remuneration of women to men 男女基本工資和報酬的比例	5.3 Employee Performance 5.3 員工績效	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
GRI 406: Non-discrimination 2016 GRI 406: 反歧視 2016			
406-1	Incidents of discrimination and corrective actions taken 歧視事件及採取的糾正行動	Not applicable 不適用	
GRI 407: Freedom of Association and Collective Bargaining 2016 GRI 407: 結社自由與集體談判 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk 結社自由與集體談判權利可能面臨風險的營運點和供應商	Not applicable 不適用	
GRI 408: Child Labor 2016 GRI 408: 童工 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor 具有重大童工事件風險的營運點和供應商	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生有關事件
GRI 409: Forced or Compulsory Labor 2016 GRI 409: 強迫或強制勞動 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor 具有強迫或強制勞動事件重大風險的營運點和供應商	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生有關事件
GRI 410: Security Practices 2016 GRI 410: 安保實踐 2016			
410-1	Security personnel trained in human rights policies or procedures 接受過在人權政策或程序方面培訓的安保人員	5.1 Recruitment 5.1 員工招聘	
GRI 411: Rights of indigenous Peoples 2016 GRI 411: 原住民權利 2016			
411-1	Incidents of violations involving rights of indigenous peoples 涉及侵犯原住民權利的事件	Not applicable 不適用	
GRI 413: Local Communities 2016 GRI 413: 當地社區 2016			
413-1	Operations with local community engagement, impact assessments, and development programs 有當地社區參與、影響評估和發展計畫的營運點	4.2.1 China Management Model Research (CMMR) 4.2.1 中國管理模式研究 5.5.2 Safety and Health 5.5.2 安全與健康	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
413-2	Operations with significant actual and potential negative impacts on local communities 對當地社區有實際或潛在重大負面影響的營運點	4.2.1 China Management Model Research (CMMR) 4.2.1 中國管理模式研究 5.5.2 Safety and Health 5.5.2 安全與健康	
GRI 414: Supplier Social Assessment 2016 GRI 414: 供應商社會評估 2016			
414-1	New suppliers that were screened using social criteria 使用社會評價維度篩選的新供應商	4.2.3 Supplier Management 4.2.3 供應商管理	
414-2	Negative social impacts in the supply chain and actions taken 供應鏈的負面社會影響以及採取的行動	Not applicable 不適用	
GRI 415: Public Policy 2016 GRI 415: 公共政策 2016			
415-1	Political contributions 政治捐助	Not applicable 不適用	
GRI 416: Customer Health and Safety 2016 GRI 416: 客戶健康與安全 2016			
416-1	Political contributions 評估產品和服務類別的健康與安全影響	4.4 Better Service 4.4 更好的服務	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services 涉及產品和服務的健康與安全影響的違規事件	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生有關事件
GRI 417: Marketing and Labeling 2016 GRI 417: 營銷與標識 2016			
417-1	Requirements for product and service information and labeling 對產品和服務信息與標識的要求	4.1.4 Information Security and Privacy Protection 4.1.4 信息安全與隱私保護 4.4 Better Service 4.4 更好的服務	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
417-2	Incidents of non-compliance concerning product and service information and labeling 涉及產品和服務信息與標識的違規事件	4.1.4 Information Security and Privacy Protection 4.1.4 信息安全與隱私保護 4.4 Better Service 4.4 更好的服務	
417-3	Incidents of non-compliance concerning marketing communications 涉及營銷傳播的違規事件	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生有關事件
GRI 418: Customer Privacy 2016 GRI 418: 客戶隱私 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data 與侵犯客戶隱私和丟失客戶資料的經證實的投訴	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生有關事件



8 About This Report

8.1 Overview

This report is an annual environmental, social and governance report published by Kingdee International Software Group Company Limited (hereinafter referred to as “the ESG Report”), disclosing the key facts about the concepts, significant progress and performance of Kingdee International Software Group Company Limited and its holding companies (collectively referred to as “the Company”) on environment, economy, employment and community, based on the principles of materiality, quantification, balance and consistency. The reporting period is from January 1, 2022 to December 31, 2022.

This is the sixth year that the Company has voluntarily released its Environmental, Social and Governance (ESG) report to the public.

8.2 Standard of Reporting

This report has been prepared in accordance with Appendix 27 to the Environmental, Social and Governance Reporting Guidelines (the “ESG Guidelines”) of the Main Board Listing Rules of the Stock Exchange of Hong Kong, with reference to the reporting requirements of the core options of the Global Reporting Initiative (GRI) Guidelines.

The content of this report has been determined in a systematic manner. This report was prepared through a process of identifying important stakeholders, identifying important ESG-related issues, understanding the opinions of stakeholders, and determining the importance of the issues, which led to the determination of ESG reporting boundaries, the collection of relevant reporting information and data, the organization and aggregation of the information, and the review of the information in the report.

8.3 Report Scope and Boundaries

Unless otherwise specified, the policies, statements, data, and other materials in this report cover the actual scope of business of Kingdee International Software Group Company Limited and its holding companies.

Unless otherwise specified, the monetary amounts in this report are denominated in RMB.

8 關於本報告

8.1 概覽

本報告是金蝶國際軟件集團有限公司發佈的年度環境、社會及管治報告（簡稱「ESG」報告），秉承重要性、量化、平衡及一致性的原則，重點披露金蝶國際軟件集團有限公司及其控股公司（統稱「本公司」）在環境、經濟、管治、僱傭及社區方面的理念、重要進展和成效，報告期為二零二二年一月一日至二零二二年十二月三十一日。

此報告為本公司第六年主動向社會發佈的環境、社會及管治（ESG）報告。

8.2 報告準則

本報告根據香港聯合交易所《主板上市規則》附錄二十七《環境、社會及管治報告指引》（《ESG 指引》）進行編制，同時參考了全球報告倡議組織（GRI）準則核心選項的報告要求。

本報告的內容是按照一套有系統的方式釐定的。此報告的編制是通過識別重要的利益相關方、識別 ESG 相關的重要議題、了解各利益相關方的意見、確定議題的重要性等過程，從而進行 ESG 報告界限的決定、相關報告資料和數據的收集、對資料的整理和匯總以及對報告中資料的檢視等。

8.3 報告範圍及邊界

除個別資料有特定說明，本報告中的政策、聲明、資料等覆蓋金蝶國際軟件集團有限公司及其控股公司的實際業務範圍。

除另有說明，本報告以人民幣為貨幣單位。

8.4 Definitions

For the purposes of expression and readability, “Kingdee”, “the Company” and “We” in this report refer to Kingdee International Software Group Company Limited and its holding companies.

8.5 Sources and Reliability Statement

The information used in the report is obtained from the official documents, statistical reports and relevant public information of Kingdee International Software Group Company Limited and its holding companies, and the Board of Directors is responsible for the truthfulness, accuracy and completeness of the contents of the report.

8.6 Access and Response to This Report

An electronic copy of this report can be downloaded at www.kingdee.com.

Please email your opinions or advice on the Company’s environmental, social and governance performance to IR@kingdee.com.

8.7 Confirmation and Approval

Upon confirmation by the management, this report was adopted by the Board of Directors on April 25, 2023.

8.4 稱謂說明

為了便於表述與閱讀，本報告中「金蝶」、「本公司」、「我們」代指金蝶國際軟件集團有限公司及其控股公司。

8.5 資料來源及可靠性聲明

報告中所使用的資料均來自金蝶國際軟件集團有限公司及其控股公司的正式文檔、統計報告及有關公開資料，董事會對報告內容的真實性、準確性和完整性負責。

8.6 獲取及評價本報告

您可通過以下網站獲取本報告的電子版：www.kingdee.com

如您對本公司的環境、社會及管治表現有任何意見或建議，歡迎電郵至 IR@kingdee.com

8.7 確認及批准

本報告經管理層確認後，於二零二三年四月二十五日獲董事會通過。

9 Statement of the Board

The board of Kingdee attaches great importance to the sustainable development management, and has established an effective mechanism for sustainable development management and built up an ESG governance structure with a well-defined division of labor.

As led by the Chief Executive Office and composed of vice presidents and leaders of branches/subsidiaries, the ESG leaders are responsible for discussing on the ESG-related risks and opportunities, allocating resources to coordinate the ESG-related work and reviewing the ESG-related work results. The ESG managers are responsible for assigning the persons for communicating about implementing the ESG work, supervising the implementation and reporting the implementation of the ESG work to ESG leading group. As the practitioners of the ESG work, the assigned persons from functional departments and product and business lines are responsible for implementing specific work tasks and reporting the ESG-related work timely.

During the Reporting Period, Kingdee has formulated and disclosed objectives associated with business operation, while the Board of Directors specially debriefed and deliberated the Company's *Environmental, Social and Governance Report* and related goals, and checked the implementation progress of the set ESG related goals. In the future, the Board of Directors will discuss on further objective setting and development.

This report disclosed the aforementioned ESG related matters in detail and was deliberated and approved by the Board of Directors on April 25, 2023.

9 董事會聲明

本金蝶董事會高度重視可持續發展管理，建立了有效的可持續發展管理機制，形成了分工明確的環境、社會及管治治理架構。

ESG 工作領導層由行政總裁牽頭，各副總裁及分 / 子公司領導人組成，負責討論 ESG 相關風險及機會，調配資源配合 ESG 工作開展，並檢討 ESG 工作效果。ESG 工作管理層負責安排落實 ESG 工作的對接人員，監督 ESG 工作的具體落實，並向 ESG 工作領導小組匯報工作的實施情況。各職能部門、產品業務線指派的負責人員作為 ESG 工作實踐層，負責落實具體工作任務，並及時匯報 ESG 相關工作。

於報告期內，金蝶已制定並披露與業務營運相關聯的目標，董事會專門聽取匯報並審議公司《環境、社會和治理報告》及相關目標，並檢查已設定的 ESG 相關目標的實施進度。未來，董事會將就進一步的目標設立及進展進行討論。

本報告詳盡披露了上述環境、社會及管治相關事宜，由董事會於二零二三年四月二十五日審閱批准。



Kingdee International Software Group Company Limited
金蝶國際軟件集團有限公司