



2024

環境、社會及管治(ESG)報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

金蝶國際軟件集團有限公司

Kingdee International Software Group Company Limited

股份代號 Stock Code: 268

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About this Report

本報告是金蝶國際軟件集團有限公司（以下簡稱「金蝶國際」「金蝶」「本集團」或「我們」）發佈的第9份環境、社會及管治（ESG）報告（以下簡稱「本報告」「ESG報告」）。秉承客觀、規範、透明的原則，本報告系統性披露了集團及其附屬子公司2024年在環境、社會、治理方面的理念、策略、舉措和成效。我們期望通過發佈ESG報告的方式，回應利益相關方關切，凝聚共識，共同推進環境、社會、經濟的可持續發展。

報告範圍

組織範圍：本報告覆蓋金蝶國際及其附屬子公司。除特別說明外，相關信息與數據統計口徑與金蝶國際（股票代碼：0268.HK）2024年年度報告合併財務報表範圍一致。

時間範圍：2024年1月1日至2024年12月31日（以下簡稱「本年度」或「報告期內」），為增強報告的可比性、完整性以及信息的持續性，部分披露內容適當有所延伸。

匯報原則

在本報告編制過程中，依據「重要性」「量化」「平衡」及「一致性」原則，以界定報告的內容及信息的呈列方式。

重要性原則：本報告已在編制過程中識別主要利益相關方及其關注的ESG議題，並根據議題的重要性水平，在報告中進行針對性披露。有關重要性評估的過程及結果，請參見後文「利益相關方溝通與參與」與「重要性議題評估」小節。

量化原則：本報告採用量化數據的方式展現環境與社會層面的關鍵績效指標，有關本報告中關鍵績效指標的計量標準、方法、假設及／或計算工具以及使用的轉換係數來源，均已在相應位置（如適用）作出說明。

This report is the 9th Environmental, Social and Governance (ESG) report (hereinafter referred to as “this report” or “ESG report”) released by Kingdee International Software Group Company Limited (hereinafter referred to as “Kingdee International”, “Kingdee”, “the Group” or “We”). Adhering to the principles of objectivity, standardization and transparency, this report systematically discloses the Group’s and its subsidiaries’ concepts, strategies, initiatives and performance in environmental, social, and governance aspects in 2024. We aim to address stakeholder concerns, foster consensus, and advance the sustainable development of the environment, society, and economy through this ESG report.

Scope of Report

Scope of organisational: This report covers Kingdee International and its subsidiaries. Unless otherwise stated, the scope of relevant information and data aligns with the consolidated financial statements in the 2024 Annual Report of Kingdee International (Stock Code: 0268.HK).

Reporting period: The reporting period is from January 1, 2024 to December 31, 2024 (hereinafter referred to as “the reporting year” or “the Reporting Period”). To enhance the comparability, completeness, and continuity of information in the report, some content has been appropriately extended to the previous and subsequent years.

Reporting Principles

This report is prepared in alignment with the reporting principles of “materiality”, “quantitative”, “balance” and “consistency” to define its content and structure.

Materiality: This report has identified key stakeholders and their concerns regarding ESG issues during the reporting process, with disclosures prioritized based on their materiality. For details on the materiality assessment process and its results, please refer to the sections “Stakeholder Communication and Engagement” and “Materiality Assessment of ESG Issues.”

Quantification: This report presents key environmental and social performance indicators using quantitative data. The measurement standards, methodologies, assumptions, and/or calculation tools, as well as the sources of conversion factors used, have been explained in the corresponding context (where applicable).

平衡原則：本報告旨在平衡、客觀、透明地陳述本集團在ESG各方面的努力，包括企業管治、產品與服務責任、運營慣例、員工、環境和社區等方面。

一致性原則：本年度環境、社會及管治報告的編制方式與往年保持一致，若存在可能影響與過往報告作有意義比較的變更，均已在對應位置進行了說明。

編制依據

本報告依據香港聯合交易所有限公司（以下簡稱「香港聯交所」）《主板上市規則》附錄C2《環境、社會及管治報告守則》（以下簡稱「ESG報告守則」）編制，同時參考香港聯交所《氣候信息披露指引》所建議採用的TCFD框架、全球可持續發展標準委員會（GSSB）發佈的《GRI 可持續發展報告標準》（GRI Standards）、國際評級機構評級標準，並結合聯合國可持續發展目標（UN SDGs）編寫。

數據來源

本報告所披露的信息和數據均來自集團及其下屬企業內部正式文件、統計報告和有關公開材料。本報告中所涉及貨幣種類及金額，如無特殊說明，均以人民幣為計量單位。

可靠性保證

本集團承諾本報告內容不存在任何虛假記錄、誤導性陳述或重大遺漏，並對內容的真實性、準確性和完整性負責。

報告獲取

本報告以電子版方式提供。您可登錄金蝶國際官方網站 (<https://www.kingdee.com/esg>)、香港聯交所披露易網站 (https://www.hkexnews.hk/index_c.htm) 線上瀏覽或下載。

Balance: This report aims to present the Group’s ESG efforts in a balanced, objective, and transparent manner, covering areas such as corporate governance, product and service responsibility, operational practices, employees, environment, and community engagement.

Consistency: The year’s ESG report has been prepared with the same method used in previous years. Changes that may affect meaningful comparisons with past reports have been explained in the corresponding sections.

Reporting Standards

This report has been prepared in accordance with *Appendix C2 Environmental, Social and Governance Reporting Code* (“ESG Reporting Code”) of the *Main Board Listing Rules* issued by The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”). It also references the Task Force on Climate-related Financial Disclosures (TCFD) framework recommended in HKEX Guidance on Climate Disclosures, the *Global Reporting Initiative Standards (GRI Standards)* issued by the *Global Sustainability Standards Board (GSSB)*, international rating agency standards, and the United Nations Sustainable Development Goals (UN SDGs).

Data Source

The information and data disclosed in this report is retrieved from the official internal documents, statistical reports and public information of Kingdee and its subsidiaries. Unless otherwise stated, the currencies and amounts mentioned in this report are denominated in RMB.

Reliability Assurance

The Group undertakes that this report contains no false records, misleading statements, or material omissions, and is responsible for the truthfulness, accuracy and completeness of its content.

Access to this Report

This report is released in electronic version. You can browse or download the electronic version of this report from the Kingdee’s website (<https://www.kingdee.com/esg>) or the HKEXnews website (https://www.hkexnews.hk/index_c.htm).

意見反饋 Feedback

如您對本報告有任何疑問或建議，歡迎掃描右側二維碼或通過電子郵箱（esg_stakeholder@kingdee.com）向我們反饋，謝謝！

If you have any questions or suggestions about this report, please scan the QR code on the right or email us at esg_stakeholder@kingdee.com. Thank you!



董事會聲明

Statement of the Board

金蝶國際高度重視ESG工作，建立了全面有效的三層ESG管治架構（詳情請見本報告「1.1.2 可持續發展治理架構」章節）。本集團董事會作為ESG事宜的最高責任及決策機構，對ESG策略及報告承擔全部責任，審閱並批准ESG戰略、政策、目標及重點工作事項，定期檢討ESG目標進展。董事會下設戰略與可持續發展委員會，負責制定ESG戰略規劃和具體目標，監督並指導ESG專項工作組推進ESG整體工作。我們積極探索績效考核聯動機制，將ESG關鍵指標納入高層和中層管理者KPI考核體系，確保ESG戰略目標的有效落實。

金蝶國際重視與利益相關方的溝通與交流，通過多種渠道充分了解其核心關切，回應其期望與訴求，並將其建設性意見融入集團治理、戰略和運營中。報告期內，董事會參與ESG議題雙重重要性評估過程，通過訪談、問卷調研等方式，識別並評估可能對本集團產生影響的22項議題，並進行排序和建議（詳情請見本報告「1.1.4 重要性議題評估」章節）。為有效防控各類潛在風險，我們將ESG風險納入集團整體風險管理體系中，針對已識別風險制定應對計劃。董事會及戰略與可持續發展委員會將定期審閱和評估對集團有重大影響的ESG相關風險與機遇，董事會及審核委員會將定期檢討和評估風險管理及內控體系的有效性。

董事會通過戰略與可持續發展委員會、ESG專項工作組的定期匯報和專項匯報等方式，持續跟蹤集團ESG相關事宜，對集團ESG目標達成與執行情況進行檢討，並對下一年ESG目標設定進行審閱和建議。2024年，董事會審議重要事項包括：集團2024年度ESG報告、更新的ESG相關政策、氣候相關風險和機遇及應對方案、2024年ESG目標達成情況、2025年ESG目標設定情況以及外部環境的重大變化等。

本報告客觀詳實地披露了金蝶國際2024年ESG工作的進展與成效，並於2024年4月22日經由董事會審議通過。未來，董事會將持續監管及完善本集團ESG管理及實踐表現，攜手所有利益相關方共同創造可持續發展未來。

Kingdee International place great emphasis on ESG efforts and has established a comprehensive and effective three-tier ESG governance framework (see Section 1.1.2 “ESG Governance Framework” of this report for details). The Group’s Board of Directors, as the highest decision-making body for ESG matters, assumes full responsibility for ESG strategies and reporting. It reviews and approves ESG strategies, policies, targets, and key tasks, and regularly monitors the progress of ESG targets. The Board of Directors has established the Strategy and Sustainable Development Committee to develop ESG strategics and specific targets, and to oversee and guide the ESG Task Force in advancing the Group’s overall ESG efforts. We actively explore performance linkage mechanisms by integrating key ESG indicators into the KPI assessment systems of senior and middle management to ensure the effective implementation of ESG strategic goals.

Kingdee International values communication and engagement with stakeholders, endeavors to fully understand their core concerns through various channels, responds to their expectations and demands, and incorporates their constructive opinions into the Group’s governance, strategies, and operations. During the reporting period, the Board of Directors participated in the double materiality assessment of ESG issues, identifying and assessing 22 issues that may impact the Group through interviews, questionnaires, and other methods, followed by prioritization and recommendations (see Section 1.1.4 “Materiality Assessment of ESG Issues” of this Report for details). To effectively manage various potential risks, we have integrated ESG risks into the Group’s overall risk management framework and formulated response plans for identified risks. The Board of Directors and the Strategy and Sustainable Development Committee regularly review and assess ESG-related risks and opportunities that may significantly affect the Group. The Board of Directors and the Audit Committee regularly review and evaluate the effectiveness of the risk management and internal control systems.

The Board of Directors continuously tracks ESG-related matters through regular and special reports from the Strategy and Sustainable Development Committee and the ESG Task Force. It reviews the achievement and implementation of ESG targets and provides suggestions for setting ESG targets for the following year. In 2024, key matters reviewed by the Board of Directors included: the Group’s 2024 ESG Report, updated ESG-related policies, climate-related risks and opportunities and corresponding response plans, progress in achieving 2024 ESG targets, proposed 2025 ESG targets, and major changes in the external environment.

This report provides an objective and detailed disclosure of the progress and results of Kingdee International’s ESG efforts in 2024, and was reviewed and approved by the Board of Directors on April 22, 2024. Moving ahead, the Board of Directors will continue to oversee and enhance the Group’s ESG management and performance, and collaborating closely with stakeholders to create a sustainable future together.

主席寄語

Message from the Chairman



2024年是全球數字經濟蓬勃發展的關鍵年份，也是AI重塑企業數智化能力的元年。在這一背景下，數字技術與可持續發展正成為各國應對氣候變化、社會不平等治理挑戰的核心路徑。面對百年未有之大變局，金蝶國際堅定不移地將可持續發展理念融入企業戰略，以「數字化助力綠色化」為核心，積極響應聯合國可持續發展目標（UN SDGs）以及國家「雙碳」目標，致力於將數字技術轉化為推動經濟社會發展全面綠色轉型及社會可持續發展的重要引擎。回望這一年，我們持續深化雲訂閱模式轉型戰略，雲服務業務收入占比進一步提高至81.6%，更有效助力降低企業客戶IT基礎設施的碳排放；我們逐步推進「ALL IN AI」戰略轉型，加快蒼穹APP等企業級智能產品迭代步伐，深耕信創生態，積極佈局國際市場，讓「五個世界一流」的增長飛輪運轉得更加高效有力。在ESG領域，金蝶MSCI ESG評級繼續保持AA級別，在S&P Global中國軟件行業ESG評分中位列前茅，彰顯了我們在可持續發展道路上的堅實成果。

The year 2024 marks a pivotal moment in the rapid development of the global digital economy and the dawn of AI reshaping enterprises’ digital and intelligent capabilities. Against this backdrop, digital technologies and sustainability have emerged as a strategic approach for nations to address challenges such as climate change and governance of social inequality. Facing a time of momentous changes unseen in a century, Kingdee International remains steadfast in integrating the concept of sustainability into our corporate strategy. Centered on the principle of “Empowering Green Transition through Digitalization,” we actively respond to the United Nations Sustainable Development Goals (UN SDGs) and China’s Carbon Peaking and Carbon Neutrality Goals, striving to transform digital technologies into a key driver of the comprehensive green transformation of economic and social development, as well as sustainable social progress. Looking back on the year, we continued to advance our strategic transformation toward a cloud subscription model, with revenue from cloud services increasing to 81.6%, enabling more effective reductions in carbon emissions from our corporate customers’ IT infrastructure. We also further advanced the “ALL IN AI” strategic transformation, accelerating the iteration of enterprise-grade intelligent products such as the Cosmic APP, strengthening our presence in the trusted and innovative technology ecosystem, and actively expanding into international markets. These efforts have empowered the “five world-class” growth flywheel to operate more efficiently and powerfully. In ESG performance, Kingdee maintained its AA rating in the MSCI ESG Ratings and remained among the top performers in the S&P Global ESG Scores for China’s software industry, demonstrating solid progress on our path toward sustainable development.

負責任AI, 綠色數智化

人工智能正在重塑企業管理模式與價值創造方式。作為負責任的科技企業，金蝶始終秉持「科技向善」理念，將AI創新與ESG價值深度融合，讓AI成為ESG價值躍升的「新質生產力」。我們積極探索將AI賦能產品助力客戶減少不必要的原材料浪費、優化供應鏈碳足跡、提升能源利用效率，實現經濟效益與環境效益的雙贏。在產品研發中，針對生成式AI風險，我們成立了算法安全辦公室，建立科技倫理審查機制，杜絕偏見歧視確保技術創新負責任且可持續。

綠色實踐, 低碳創新

在全球氣候危機加劇與「雙碳」目標加速推進的背景下，我們將綠色低碳理念深度融入產品研發與日常運營，制定了碳達峰、碳中和的目標。2024年，我們推出「金蝶雲EBC全流程廢鋼管理解決方案」，支持廢鋼替代鐵礦石的循環經濟發展模式。北京園區正在積極推進光伏建設工作，計劃建設一套年度發電量可達150萬度的光伏設備，為園區的可持續發展注入綠色動力。本年度，我們首次參考TCFD框架開展氣候情景分析並梳理範圍三溫室氣體排放情況，為深化碳排放管理及科學制定碳減排路徑奠定基礎。

反哺社會, 共創價值

「以客戶為中心，以奮鬥者為本」是金蝶一直秉持的企業管理哲學。通過不斷完善質量管理體系、信息安全體系和客戶服務體系，我們致力於為客戶打造更優質和更安全的產品與服務，全方位踐行「質量優先」的質量哲學。報告期內，我們的20個觸點平均客戶滿意度達93.4%，客戶投訴率同比下降43%。金蝶視員工為推動集團可持續發展的關鍵力量，秉持「一個金蝶，一個家」的理念，把員工的健康、安全和福祉置於首位，致力於打造公平、多元和包容的工作環境。我們聚焦員工成長，通過完善的培訓體系、公平的晉升機制和多樣的激勵舉措，為員工提供開放創新平台，激發全員潛能。

Responsible AI, Green Digital Intelligence

Artificial Intelligence is reshaping enterprise management models and value creation approaches. As a responsible technology enterprise, Kingdee consistently upholds the philosophy of “Technology for Good,” deeply integrating AI-driven innovation with ESG values and transforming AI into a new quality productive forces that enhances ESG performance. We actively explore the application of AI-empowered products to help customers reduce unnecessary raw material waste, optimize carbon footprints across supply chains, and improve energy efficiency, thereby achieving a win-win outcome in both economic and environmental benefits. In our product development process, we have taken proactive measures to address risks associated with generative AI. We have established the Algorithm Security Office and implemented a technology ethics review mechanism to eliminate bias and discrimination, ensuring that technological innovation remains responsible and sustainable.

Green Practices, Low-Carbon Innovation

In response to the intensifying global climate crisis and the accelerated implementation of China's Carbon Peaking and Carbon Neutrality Goals, we have embedded green and low-carbon concepts into our product development and daily operations, and setting targets for carbon peaking and carbon neutrality. In 2024, we launched the “Kingdee Cloud EBC Full-Process Scrap Steel Management Solution” to support the circular economy model that uses scrap steel as a substitute for iron ore. Our Beijing Campus is actively advancing photovoltaic (PV) construction, with plans to install PV equipment capable of generating 1.5 million kWh annually, injecting green energy into the sustainable development of the park. This year, for the first time, we conducted a climate scenario analysis based on the TCFD framework and mapped out our Scope 3 greenhouse gas emissions, laying a solid foundation for enhancing carbon emissions management and formulating science-based carbon reduction pathways.

Giving Back to Society, Co-creating Value

“Customers-centered and Striver-oriented” has always been the core philosophy guiding Kingdee's corporate management. By continuously improving our quality management system, information security system, and customer service system, we are committed to delivering higher-quality and safer products and services, fully practicing our “Quality First” philosophy. During the reporting period, our average customer satisfaction across 20 service touchpoints reached 93.4%, and the customer complaint rate dropped by 43% year-on-year. At Kingdee, we see employees as the key driving force behind our sustainable development. Guided by the philosophy of “One Kingdee, One Family,” we prioritize employees' health, safety, and well-being, and are committed to fostering a fair, diverse, and inclusive workplace. We focus on employee development by offering a comprehensive training system, fair promotion mechanisms, and diverse incentive measures, providing an open and innovative platform to fully unlock individual potential.

作為一家負責任的企業，我們積極履行社會責任，鼓勵員工參與公益活動。年度內我們投入超過740萬元用於金蝶社區公園的建設與日常維護，為員工和周邊社區居民提供優質的綠色休閒空間。

卓越治理, 韌性發展

金蝶國際始終厚植可持續根基，持續提升企業管治水平。2024年，我們更新了《董事會多元化政策》，增加AI及ESG相關專業背景因素考量。本年度，我們首次開展ESG議題雙重重要性評估，從「影響重要性」和「財務重要性」兩個維度識別並優先考慮關鍵ESG議題。在風險管理方面，我們將ESG風險因素全面納入集團整體風險管理體系中，識別並高度關注生成式AI風險、氣候轉型風險等新興風險，制定針對性應對策略，助力集團韌性發展。

展望

立足當下望長遠，銳意進取譜新篇。面向未來，我們將繼續秉持「致良知、走正道、行王道」的價值觀，堅持「予力企業，成就不凡」的使命，在擁抱不確定性與挑戰中不斷錘煉企業韌性。我們將持續深化AI技術在企業管理領域的應用，加速推進國際化戰略，進一步將ESG理念融入企業戰略與運營，推動低碳技術創新，提升供應鏈可持續管理水平，攜手各利益相關方共同開創更加智能、綠色、可持續的美好未來。

As a responsible enterprise, we actively fulfill our social responsibilities and encourage employee participation in public welfare activities. During the year, we invested more than RMB 7.4 million in the construction and ongoing maintenance of the Kingdee Community Park, providing high-quality green leisure spaces for employees and surrounding communities.

Excellence in Governance, Resilience in Development

Kingdee International has always cultivated a strong foundation of sustainability and continuously advancing our corporate governance. In 2024, we updated our Board Diversity Policy to include considerations of professional backgrounds related to AI and ESG. This year, we conducted our first double materiality assessment of ESG issues, identifying and prioritizing key ESG issues based on both impact materiality and financial materiality. In terms of risk management, we fully integrated ESG risk factors into our overall risk management framework, placing particular focus on emerging risks such as generative AI and climate transition, and developing targeted response strategies to enhance the Group's resilience.

Outlook

With a long-term vision and an enterprising spirit, we are committed to forging ahead and writing a new chapter. Looking to the future, we will continue to uphold the values of “Acting in all conscience, with integrity and righteousness,” remain true to our mission of “Empower every enterprise, to achieve phenomenal success,” and continuously strengthen our resilience in the face of uncertainty and challenges. We will further deepen the application of AI in enterprise management, accelerate the implementation of our internationalization strategy, and further integrate ESG principles into our corporate strategy and operations. By driving low-carbon technology innovation and enhancing sustainable supply chain management, we aim to work together with all stakeholders to build a smarter, greener, and more sustainable future.



董事會主席
徐少春

Chairman of the Board
Xu Shaochun

關於金蝶國際

About Kingdee International

集團簡介

金蝶國際始創於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，是全球知名的企業管理雲SaaS公司、「國家級高新技術企業」「國家規劃佈局內重點軟件企業」。

成立以來，金蝶國際屢獲國內外權威機構高度認可。金蝶在雲服務領域持續探索，屢獲國內外知名研究機構認可，並獨攬六項「唯一」：金蝶國際連續20年穩居IDC中國成長型企業應用軟件市場占有率第一；連續4年獲得IDC中國企業應用SaaS ERM市場占有率第一；唯一榮獲IDC年度SaaS客戶滿意度大獎的中國廠商；唯一躋身Gartner高生產力aPaaS平台全球前十的中國企業級SaaS廠商；唯一入選Gartner雲ERP全球市場指南（Market Guide）的中國企業級SaaS廠商；也是唯一入選IDC亞太區製造ERP SaaS競爭力象限的中國廠商，位居挑戰者（Contenders）象限的廠商。

金蝶國際聚焦「平台+人財稅+生態」核心戰略，佈局信創、雲計算、人工智能等數字經濟核心領域，持續深化雲訂閱模式轉型戰略，打造「一箭多星」產品矩陣，滿足不同類型企業市場需求。金蝶旗下的多款雲服務產品獲得標杆企業的青睞，包括金蝶雲·蒼穹（企業級AI平台）、金蝶雲·星瀚（大型企業SaaS管理雲）、金蝶雲·星空（高成長型企業SaaS管理雲）、金蝶雲·星辰（小微企業SaaS管理雲）等。自成立以來，已為世界範圍內超過740萬家企業、政府組織提供企業管理雲產品及服務，成為超過一半中國500強企業及超43%國家級「專精特新」小巨人企業的信賴選擇。

Group Profile

Kingdee International Software Group Company Limited was established in 1993. It is a listed company on the Main Board of the Hong Kong Stock Exchange (Stock Code: 0268.HK) and headquartered in Shenzhen, the PRC. The Group is a globally renowned as a enterprise management cloud SaaS solutions vendor, a “National High-Tech Enterprise”, and a “Key Software Enterprise within the National Planning Layout”.

Since its establishment, Kingdee continues to explore the field of cloud services, has been well-recognized by renowned domestic and international research institutions, and has won six “unique” awards: The only vendor retaining the largest market share in the IDC enterprise application software sector for fast-growing enterprises in China for 20 consecutive years; The only vendor who earned the most significant market share in the IDC China Enterprise Application SaaS ERM for four consecutive years; The only Chinese vendor that won the IDC SaaS Customer Satisfaction Award; The only Chinese enterprise SaaS vendor globally ranked top-ten in Gartner’s High Productivity aPaaS Platform; The only Chinese enterprise SaaS vendor selected into Gartner’s cloud ERP global market guide; and The only Chinese vendor selected in IDC’s Asia-Pacific manufacturing ERP SaaS Market Scape, as a Contender.

Kingdee International focuses on the core strategy of “platform + HR & Finance & Tax+ Ecology”, lays out core areas of the digital economy such as information innovation, cloud computing, and artificial intelligence, continuously deepens the transformation strategy of the cloud subscription model, and creates a “one arrow, multiple satellites” product matrix to meet the market demands of different types of enterprises. Many cloud service products have been favored by benchmark enterprises, including “Kingdee Cosmic” (an enterprise-grade AI platform), “Kingdee Constellation” (SaaS management cloud for large enterprises), “Kingdee Galaxy” (SaaS management cloud for high-growth enterprises), “Kingdee Stellar” (SaaS management cloud for small enterprises) etc. Over the years, Kingdee has provided enterprise management cloud products and services to more than 7.4 million enterprises, governments, and other organizations worldwide, becoming the trusted partner of more than half of the top 500 enterprises in Fortune China and more than 43% of national-level “specialized, sophisticated, differentiated, and innovative” little giants enterprises.

企業文化

金蝶國際秉承「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「予力企業 成就不凡」為使命，恪守「致良知、走正道、行王道」的核心價值觀，致力成為「做最值得託付的企業服務平台」。

使命：予力企業 成就不凡
願景：做最值得託付的企業服務平台
價值觀：致良知、走正道、行王道
金蝶哲學：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

Corporate Culture

Kingdee International upholds the philosophy of “Customer-Centric, Long-term Adherence to Professionalism; Striver-oriented, Long-term Adherence to Pure and Visionary Mind”. With the mission of “Empower every enterprise, to achieve phenomenal success,” we advocates the core values of “Acting in all Conscience, with Integrity and Righteousness” and is committed to becoming the most trustworthy enterprise service platform.

Mission: Empower every enterprise, to achieve phenomenal success
Vision: Be the most trustworthy enterprise service platform
Core Values: Acting in all Conscience, with Integrity and Righteousness
Kingdee Philosophy: Customer-Centric, Long-term Adherence to Professionalism; Striver-oriented, Long-term Adherence to Pure and Visionary Mind

業務運營佈局

截至2024年12月31日，金蝶國際擁有深圳、北京、長沙3地研發中心，分支機構54家、各類夥伴超5,000家，雲服務覆蓋全球172個國家和地區。

Business Operation Layout

As of December 31, 2024, Kingdee International has three research and development centers in Shenzhen, Beijing, and Changsha, with 54 branches and over 5,000 partners. Our cloud services reach 172 countries and regions worldwide.

Kingdee International has been continuously building an ecological system of “trust, openness, and win-win” with partners all over the world, deeply rooted in different industries. It is committed to creating a world-class enterprise application software trading market and comprehensively empowering the digital transformation and development of enterprise customers.

截至報告期末 As of the end of the reporting period	擁有研發中心： Number of R&D centers:	3	分支機構： Number of branches:	54
	生態夥伴數量： Number of ecosystem partners:	5000+	雲服務覆蓋全球國家和地區： Number of countries and regions covered by cloud services globally:	172

年度關鍵績效

Performance Highlights in 2024

環境 Environmental			
	用水強度： Water consumption intensity:	同比下降 a YoY decrease of	
	0.55 噸/平方米 tons/m ²	24.66%	
	範圍一和範圍二溫室氣體排放強度： Scope 1 and Scope 2 GHG emissions intensity:	同比下降 a YoY decrease of	
	0.04 噸二氧化碳當量/平方米 tCO ₂ e/m ²	10.39%	
	耗電強度： Electricity consumption intensity	同比下降 a YoY decrease of	
	0.08 兆瓦時/平方米 MWh/m ²	14.38%	
	深圳園區因減排舉措直接減少的溫室氣體排放量（範圍一、範圍二、範圍三）： GHG emissions reduced directly by emission reduction initiatives in Shenzhen Campus (Scope 1, 2, 3):		
	704.18 噸二氧化碳當量 tCO ₂ e		

社會 Social			
	新增授權專利數量： Number of new patents granted:	同比增加 a YoY increase of	
	147 件 patents	177.36%	
	新增軟件著作權獲得數量： Number of new software copyrights obtained:	同比增加 a YoY increase of	
	161 件 patents	4.55%	
	用戶全旅程觸點平均滿意度： Average satisfaction across all touchpoints of the user journey:	同比增加 a YoY increase of	
	93.40%	1.41%	
	員工培訓平均小時數： Average training hours per employees	同比增加 a YoY increase of	
	28.44 小時 hours	75.56%	
	數據泄露事件數量： Number of data breach incidents:		
	0		
	參與定期績效目標設定、評估與反饋的員工比例： Percentage of employees receiving regular performance goal setting, assessment, and feedback:		
	100%		

管治 Governance	
	獨立非執行董事占比： Percentage of independent non-executive directors:
	42.9%
	女性董事占比： Percentage of female directors:
	28.6%
	接受反貪污培訓的董事占比： Percentage of directors receiving anti-corruption training:
	100%
	簽署《陽光合作承諾書》的供應商比例： Proportion of suppliers who have signed the <i>Letter of Commitment to Anti-Corruption Cooperation</i> :
	100%
	貪污腐敗相關法律訴訟事件： Number of legal proceedings related to corruption and bribery:
	0

01 完善企業管治， 夯實可持續發展根基

Improving Corporate Governance and Laying a Solid Foundation for Sustainable Development

我們的理念：

金蝶國際將可持續發展理念與「致良知、走正道、行王道」的價值觀有機融合，通過構建規範治理體系、全面風險防控機制，高標準實施商業道德管理，全面提升公司治理效能，夯實可持續發展根基，為股東、客戶、員工及社會等利益相關方創造長期可持續價值。

Our Philosophy:

Kingdee International integrates the concept of sustainability with the values of “Acting in all Conscience, with Integrity and Righteousness”. By establishing a standardized governance system, implementing a comprehensive risk prevention and control mechanism, and upholding high standards in business ethics management, we continuously enhance the effectiveness of corporate governance, strengthen sustainability foundations, and create long-term sustainable value for shareholders, customers, employees, society, and other stakeholders.



1.1 可持續發展管理 Sustainability Management

15



1.2 規範公司治理 Compliance and Corporate Governance

24



1.3 全面風險管理 Comprehensive Risk Management

26



1.4 商業道德與誠信 Business Ethics and Integrity

31



1.1 可持續发展管理

在全球可持續發展趨勢日益深化的背景下，可持續發展已從戰略選擇轉變為企業生存與創新的必然要求。金蝶國際踐行可持續發展理念，將ESG理念全面融入戰略規劃、經營決策和日常運營管理中，不斷完善ESG管治架構，建立常態化利益相關方溝通機制，持續提升可持續發展能力，攜手各利益相關方共創可持續發展價值。

報告期內，我們在可持續發展方面的表現獲得多個國際和國內主流評級的認可。

Sustainability Management

Against the backdrop of increasingly prominent global sustainability trends, sustainable development has evolved from a strategic option to an essential requirement for corporate survival and innovation. Kingdee International actively practices sustainable development by fully integrating ESG concepts into our strategic planning, business decision-making, and daily operations. We continuously enhances our ESG governance framework, establishes a regular stakeholder communication mechanism, and strengthens our sustainability capabilities, working together with stakeholders to create sustainable value.

During the reporting period, our sustainability performance was recognized by several leading international and domestic rating agencies.



1.1.1 金蝶可持續发展哲學

金蝶國際重視中華優秀傳統文化與企業文化的深度融合，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，並結合可持續發展理念、利益相關方關切和集團發展需求不斷迭代升級。報告期內，我們修訂併發布了《金蝶哲學5.0》，進一步明確了新發展階段我們在處理與客戶、員工、生態（夥伴）、股東、同行、政府、環境、公眾等八大利益相關方關係時奉行的準則和行為標準，在充分考慮各相關方利益平衡的基礎上，實現企業的可持續發展。

1.1.1 Kingdee's Sustainable Development Philosophy

Kingdee International emphasize the in-depth integration of the outstanding traditional Chinese culture and corporate culture. Based on the core values of “Acting in all Conscience, with Integrity and Righteousness”, we build our Kingdee philosophy that centers around “Customer-Centric, Long-term Adherence to Professionalism; Striver-oriented, Long-term Adherence to Pure and Visionary Mind.” This philosophy is continuously refined by incorporating sustainable development concepts, stakeholder concerns, and the Group's development needs. During the reporting period, we updated and released *Kingdee Philosophy 5.0*, which further clarifies the guidelines and behavioral standards we follow in engaging with eight key stakeholders in the new development stage, including customers, employees, ecosystem (partners), shareholders, peers, the government, the environment, and the public, so as to achieve sustainable development, with the balance of interests of each stakeholder fully taken into account.

完善企業管治，
夯實可持續發展根基
Improving Corporate Governance and Laying a
Solid Foundation for Sustainable Development

以客戶為中心，
長期堅持專業主義
Customer-Centric, Long-term
Adherence to Professionalism

以奮鬥者為本，
長期堅持明心淨心
Striver-oriented, Long-term
Adherence to Pure and Visionary Mind

建設自己，
修復與環境的關係
Building Ourselves and Restoring
the Relationship with the Environment

附錄
Appendix

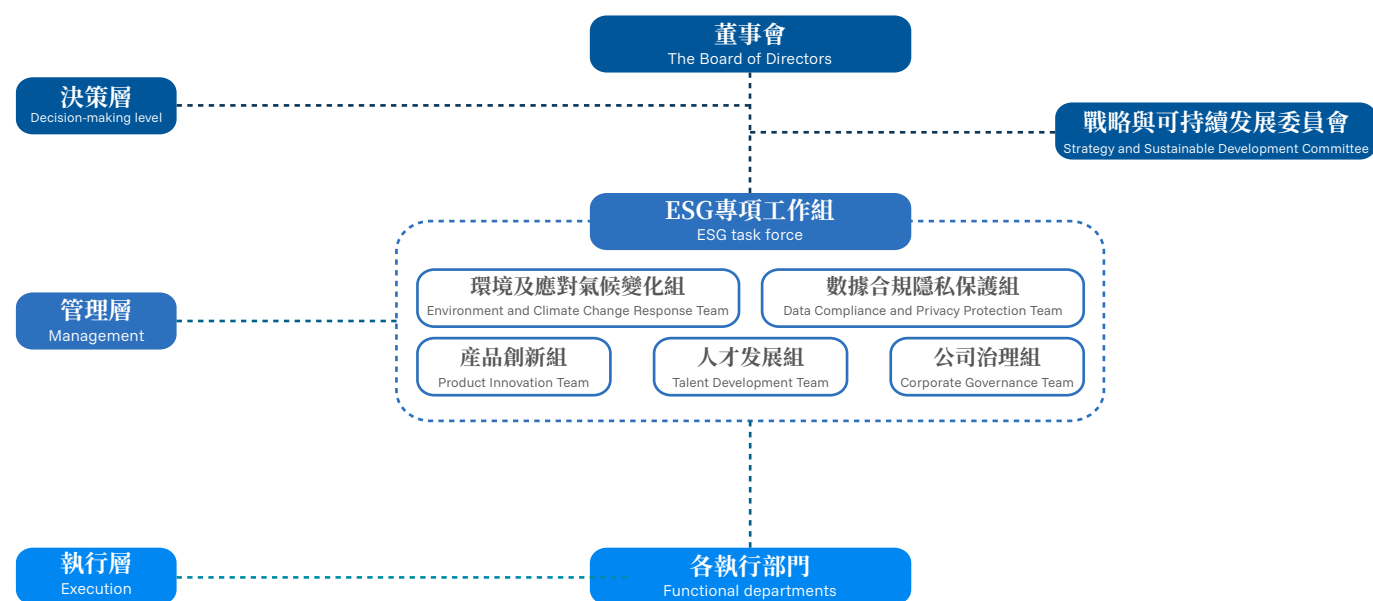


1.1.2 可持續发展治理架構

金蝶國際已建立全面高效的三級ESG管治架構，各層級職責清晰，通過董事會及戰略與可持續發展委員會監督及規劃、管理層推動、執行層落實系統性推進集團可持續發展管治，確保集團在業務決策和日常運營中能夠充分考慮環境、社會及管治因素的潛在影響與風險及機遇。2024年，我們進一步強化了氣候變化應對的管理職責，將低碳轉型納入企業發展的核心議程。

1.1.2 ESG Governance Framework

We have established a comprehensive and efficient three-tier ESG governance framework with clear responsibilities at all levels. Under this framework, we systematically promote ESG governance through three levels: oversight and planning by the Board of Directors and its Strategy and Sustainable Development Committee, management driven, and operational implementation, to ensure that the Group can fully consider the potential impacts, risks and opportunities of the environmental, social, and governance factors in our business decision-making and daily operations. In 2024, we further strengthened our management responsibilities in response to climate change by integrating a low-carbon transition into the core agenda of our business development.



層級 Level	主體 Body	組成 Member	主要職責 Key Responsibilities
決策層 Decision-Making Level	董事會 Board of Directors	董事會成員 Board Members	- 定期聽取戰略與可持續發展委員會ESG戰略規劃及目標進展，把控ESG發展方向，對重大決策負最終責任； Regularly reviewing ESG strategic planning and target progress presented by the Strategy and Sustainable Development Committee, ensuring the ESG development direction and assuming ultimate responsibility for major decisions; - 審議ESG相關政策與年度報告； Reviewing ESG-related policies and annual reports; - 定期審議氣候變化風險與機遇，審批碳減排目標和行動方案。 Periodically assessing climate change risks and opportunities, approving carbon reduction targets and action plans.
	董事會戰略與可持續發展委員會 Strategy and Sustainable Development Committee of the Board of Directors	董事會戰略與可持續發展委員會成員 Members of the Strategy and Sustainable Development Committee	- 制定ESG戰略規劃和具體目標； Developing ESG strategic planning and specific targets; - 評估氣候變化帶來的轉型風險和實體風險； Assessing transition and physical risks posed by climate change; - 評估、識別對集團有重大影響的ESG相關風險與機遇； Evaluating and identifying any material ESG-related risks and opportunities that impact the Group; - 監督并指導ESG管理層的相關工作，實現對集團ESG工作的整體推進。 Overseeing and guiding the ESG management team to ensure consistent progress and advancement of ESG initiatives.
管理層 Management Level	ESG專項工作組 ESG Task Force	由總裁牽頭，各副總裁及ESG核心議題分管領導組成 Led by the President and composed of Vice Presidents and responsible leaders for core ESG issues	- 分解ESG目標到各專項組，協調資源支持； Breaking down ESG targets into specific working groups and coordinate resource support; - 規劃、監督ESG目標落實情況，定期檢討ESG工作進展與成效； Planning and monitoring the implementation of ESG targets, regularly reviewing ESG progress and effectiveness; - 定期向戰略與可持續發展委員會匯報并提供建議。 Reporting to the Strategy and Sustainable Development Committee and providing recommendations. 環境及應對氣候變化組：由國際法務部、後勤、採購部、財務等部門分管領導組成，負責氣候風險識別、碳中和路徑規劃及轉型機遇把握，節能減排、資源管理等環境目標落實。 Environment and Climate Change Response Team: Comprising the responsible leaders of the international legal department, logistics department, procurement department, and finance department, the team is responsible for climate risk identification, carbon neutrality planning, transition opportunities, energy conservation, emissions reduction, and resource management.

層級 Level	主體 Body	組成 Member	主要職責 Key Responsibilities
管理層 Management Level	ESG專項工作組 ESG Task Force	由總裁牽頭，各副總裁及ESG核心議題分管領導組成 Led by the President, with Vice Presidents and ESG Core Topic Leaders	數據合規與隱私保護組：由信息安全、研發、法務等部門分管領導組成，把控數據安全與隱私保護。 Data Compliance and Privacy Protection Team: Comprising responsible leaders of information security, R&D, and legal departments, the team ensures data security and privacy protection.
			產品創新組：由研發、產品等部門分管領導組成，推進低碳解決方案研發。 Product Innovation Team: Comprising responsible leaders of R&D and product departments, the team advances the development of low-carbon solutions.
			人才發展組：由人力資源等部門分管領導組成，負責員工權益保障與發展。 Talent Development Team: Comprising responsible leaders of human resources, the team is responsible for employee rights protection and development.
執行層 Operational Level	各職能部門 Functional Departments	全體員工 All Employees	公司治理組：由國際法務部、審計部等部門分管領導組成，負責優化風險管理機制，確保企業治理合規透明。 Corporate Governance Team: Comprising responsible leaders of the international legal department and audit department, the team is responsible for optimizing risk management mechanisms and ensuring corporate governance compliance and transparency.
			- 國際法務部負責支持ESG管理層開展工作，包括：梳理ESG目標，與各職能部門、產品業務線制定行動計劃，向ESG管理層匯報工作的實施情況并提供建議等。 The international legal department supports ESG management by aligning ESG goals, developing action plans with functional departments and business units, and reporting on the progress of implementation and providing recommendations. - 其他執行層人員負責安排落實ESG工作的對接，監督ESG工作的具體落實。 Other operational-level personnel coordinate and supervise the implementation of ESG initiatives.

我們積極探索績效考核聯動機制，將應對氣候變化、研發與創新、數據安全與隱私保護、產品質量與安全、職業健康與安全等方面的具體指標納入對應高層管理者和中層管理者KPI考核體系中，進一步推動ESG目標及工作的有效落實。

We actively explore performance assessment linkage mechanisms by incorporating specific indicators related to addressing climate change, R&D and innovation, data security and privacy protection, product quality and safety, as well as occupational health and safety into the KPI evaluation system for relevant senior and middle management. This further promotes the effective implementation of ESG goals and initiatives.

1.1.3利益相關方溝通與參與

利益相關方的意見和建議是金蝶國際開展可持續發展管理工作的重要依據。我們尊重並維護各利益相關方合法權益，重視與利益相關方的溝通與交流，遵循AA1000 SES利益相關方參與標準，持續完善制度建設，通過多種溝通方式和渠道建立常態化溝通機制，了解他們對集團可持續發展的期望和意見，並將其融入到集團可持續發展的治理、戰略和運營中。

利益相關方溝通流程 Stakeholder Communication Process



利益相關方類別 Stakeholders	期望與訴求 Expectations and Demands	溝通方式與渠道 Communication Channels
客戶及產品用戶 Customers and Product users	- 提供優質的產品與服務 Provide high-quality products and services - 保障客戶權益 Protect customer rights - 保障信息安全與客戶隱私 Ensure information security and customer privacy	- 官網、官方社交媒體 Official website, official social media - 徐少春個人號 Xu Shaochun's Personal WeChat official account - 智能客服、智能語音熱線、在線工單等服務渠道 Intelligent customer service, Intelligent voice hotline, online service tickets, and other service channels - 客戶服務體驗測量 Customer service experience measurement - 客戶投訴處理與反饋 Customer complaint handling and feedback

1.1.3 Stakeholder Communication and Engagement

The opinions and suggestions of stakeholders serve as a key foundation for Kingdee International's sustainability management. We respect and safeguard the legitimate rights and interests of all stakeholders, prioritizing communication and engagement with them. Adhering to the AA1000 SES Stakeholder Engagement Standard, we continuously improve our institutional framework and establish a regular communication mechanism through various channels and methods. This enables us to understand stakeholders' expectations and opinions on the Group's sustainable development and integrate them into our governance, strategy, and operations.

利益相關方類別 Stakeholders	期望與訴求 Expectations and Demands	溝通方式與渠道 Communication Channels
投資者及股東 Investors and Shareholders	- 保持良好經營業績 Maintain strong business performance - 合規運營 Ensure compliance operations - 信息披露 Information disclosure	- 股東大會 General meetings of shareholders - 業績說明會、路演 Earnings presentation, Roadshows - 年報、公司公告等公開披露 Public disclosures such as annual reports and company announcements - 調研訪問接待 Research visits and receptions
員工 Employees	- 建立良好職場環境 Establish a positive workplace environment - 保障員工權益 Protect employee rights - 員工培訓與發展 Employee training and development - 職業健康與安全 Occupational health and safety - 平衡工作與生活 Work-life balance	- 職工代表大會 Employee Council - 員工座談會 Employee Forums - 心聲社區 Employee Voice Community - 線上即時通訊平台 Online Instant Messaging Platforms - 員工滿意度調查 Employee Satisfaction Survey
供應商、服務提供者及生態伙伴 Suppliers, Service Providers, and Ecosystem Partners	- 公平、公正採購 Fair and impartial procurement - 誠信守約 Integrity and contract compliance	- 項目合作 Project collaboration - 生態合作伙伴大會 Ecosystem partner conferences - 生態伙伴賦能活動 Ecosystem partner empowerment activities - 供應商不定期交流會議 Periodic supplier communication meetings
政府及監管機構 Government and Regulatory Authorities	- 遵守法律法規 Comply with laws and regulations - 推動科技進步 Promote technological advancement - 承擔社會責任 Fulfil social responsibilities	- 視察接待 Inspection receptions - 研討會、座談會等會議活動 Seminars, forums, and other meetings - 公司公告等公開披露 Public disclosures such as company announcements
行業協會及科研機構 Industry Associations and Research Institutions	促進行業發展 Promote industry development	- 行業論壇、活動 Industry forums and events - 中國管理模式論壇 China Management Global Forum - 數字化人才培養 Digital talent development - 參與行業標準制定 Participation in industry standards formulation
社區及公益組織 Communities and Public Welfare Organizations	- 支持公益慈善 Support public welfare and charity - 促進社區發展 Promote community development - 保護社區環境 Protect the community environment	- 公益活動 Public welfare activities - 社區活動 Community events

1.1.4 重要性議題評估

為了進一步識別及評估各項ESG議題的重要性，2024年度，我們參考《GRI 3：實質性議題》首次開展議題雙重重要性評估。本次評估從「影響重要性」和「財務重要性」兩方面分析議題重要性，通過開展利益相關方調研和內部溝通等方式分析各項ESG議題對集團財務以及經濟、社會和環境的影響，並將分析結果用於支持集團可持續發展戰略規劃、目標設定和工作改進。

金蝶國際2024年雙重重要性評估流程

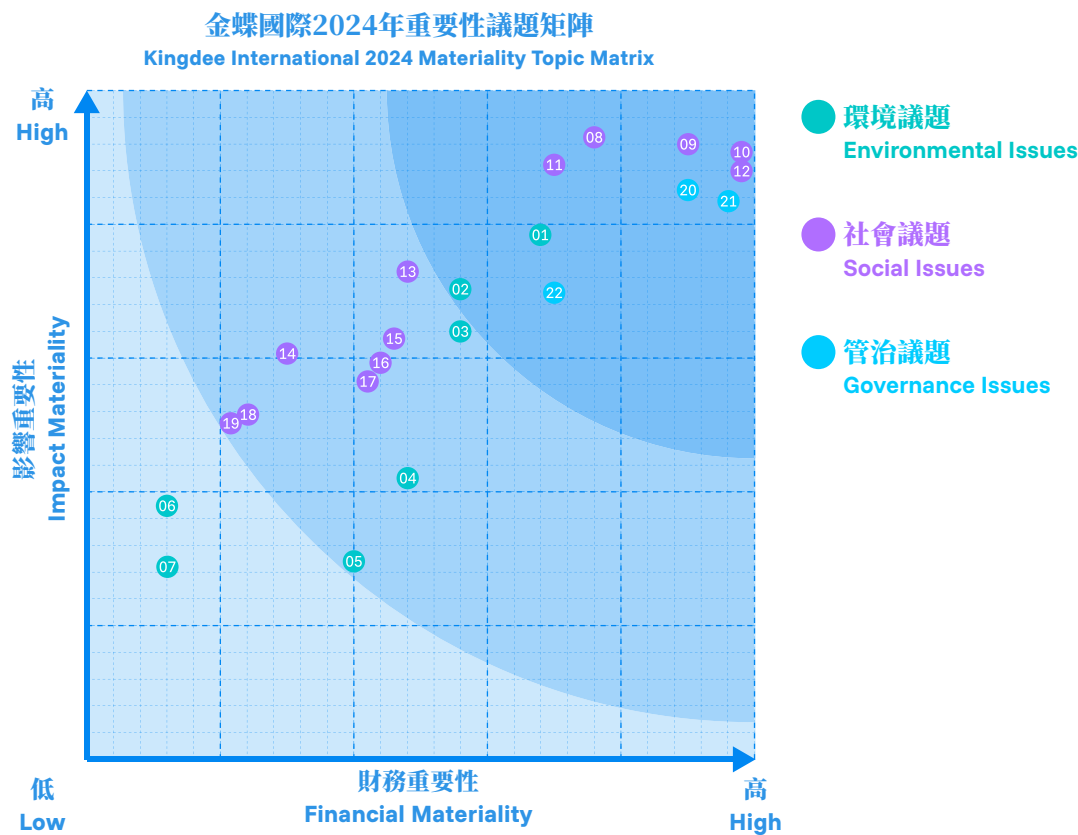
Double Materiality Assessment Process of Kingdee International in 2024



1.1.4 Materiality Assessment of ESG Issues

To further identify and assess the materiality of various ESG issues, we conducted our first double materiality assessment in 2024, referencing *GRI 3: Material Topics 2021*. This assessment analyzes the materiality of topics from two perspectives: Impact Materiality and Financial Materiality. Through stakeholder engagement and internal consultation, we assessed the effects of ESG issues on the Group's financial performance as well as their economic, social, and environmental impacts. The results of the assessment inform the Group's sustainable development strategy, target-setting, continuous improvement efforts.





雙重重要性程度 Double Materiality	ESG議題 ESG Issues	
較高 High	09 優質的產品與服務 Quality products and services	08 研發與創新 R&D and innovation
	12 數據安全與隱私保護 Data security and privacy	10 網絡安全 Cybersecurity
	21 良好企業管治 Good corporate governance	20 商業道德與誠信 Business ethics and integrity
	11 客戶權益保障 Customer rights protection	22 ESG風險與機遇管理 ESG risk and opportunity management
	02 應對氣候變化 Addressing climate change	01 提供清潔技術與服務 Providing clean-tech and services
中等 Moderate	13 員工培訓與發展 Employee training and development	15 公平、多元和包容的工作環境 Fair, diverse, and inclusive workplace
	16 職業健康與安全 Occupational health and safety	17 員工工作與生活平衡 Work-life balance for employees
	14 促進行業發展 Promoting industry development	03 綠色採購 Green procurement
	04 完善環境管理體系 Enhancing environmental management system	18 供應商ESG管理 Supplier ESG management
	19 社區參與與資源投入 Community engagement and resource investment	05 能源使用管理 Energy usage management
一般 General	06 廢棄物管理 Waste management	07 水資源管理 Water resource management

1.2 規範公司治理

金蝶國際嚴格遵守《中華人民共和國公司法》《香港聯合交易所有限公司證券上市規則》附錄十四《企業管治守則》等相關法律及規定，完善治理架構，加強董事會建設，及時履行信息披露義務，提升綜合治理水平，推動集團高質量發展。

1.2.1 董事會建設

金蝶國際致力於構建透明、高效的治理架構，集團董事會下設審核委員會、薪酬委員會、提名委員會以及戰略與可持續發展委員會，共同構成了權責分明、各司其職的董事會治理架構。董事會及各專門委員會定期召開會議，確保集團的重大決策程序規範透明，有效維護股東及其他利益相關方的權益。

董事會獨立性與多元化

我們相信獨立、多元的董事會構成能夠為金蝶帶來廣泛視角和專業見解，有助於更全面、客觀地規劃和決策集團未來的發展方向。同時，董事會成員的多元背景能將不同領域觀點和經驗匯入金蝶，為企業創新、風險管理和可持續發展提供有力支持。

在董事會獨立性方面，我們已制定《獨立非執行董事的獨立要求》，其中對獨立非執行董事獨立性作出持股限制、關聯限制、利益往來限制等具體要求，以確保獨立非執行董事能獨立、公正地履行職責。

在董事會多元化方面，我們已制定《董事會多元化政策》，確保董事會提名與選舉流程中，考慮董事會成員在性別、年齡、種族或民族、國籍、文化、專業知識與技能等方面的多元化因素。2024年，我們進一步完善董事遴選機制，增加AI及ESG相關專業背景因素考量，以適應集團轉型需求。同時，我們進一步優化董事會技能矩陣評估工具，持續加強董事會履責能力。目前，集團董事會成員具備豐富的專業背景和行業經驗，涵蓋企業戰略與管理、財務會計、科技創新與信息技術等不同領域。

Compliance and Corporate Governance

Kingdee International strictly complies with the *Company Law of the People's Republic of China*, the *Appendix 14 "Corporate Governance Code" of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited*, as well as other relevant laws and regulations. We continuously improve our governance structure, strengthen Board of Directors' development, fulfill information disclosure obligations in a timely manner, enhance overall governance capabilities, and drive the Group's high-quality development.

1.2.1 Board of Directors' Development

Kingdee International is dedicated to building a transparent and efficient governance framework. The Board of Directors is supported by four specialized committees: the Audit Committee, Remuneration Committee, Nomination Committee, and the Strategy and Sustainable Development Committee. These committees collectively form a governance structure with clear roles and responsibilities. The Board of Directors and its committees convene regular meetings to ensure that major decision-making processes are standardized and transparent, effectively safeguarding the interests of shareholders and other stakeholders.

Independence and Diversity of the Board of Directors

We believe that an independent and diverse Board of Directors brings a wide range of perspectives and professional insights, enabling more comprehensive and objective planning and decision-making for the Group's future. A Board of Directors with diverse backgrounds can introduce views and experiences from different fields, providing strong support for innovation, risk management, and sustainable development within the group.

To ensure the independence of the Board of Directors, we have established the "*Independence Requirements for Independent Non-Executive Directors*", which specify restrictions on shareholding, associated restrictions, and financial interests to guarantee that independent non-executive directors can perform their duties fairly and independently.

To promote Board diversity, we have formulated the "*Board Diversity Policy*", ensuring that factors such as gender, age, race or ethnicity, nationality, culture, professional expertise, and skills are considered during the nomination and election process. In 2024, we further optimized the board selection mechanism, incorporating AI and ESG-related professional backgrounds to align with the Group's transformation needs. Additionally, we enhanced our Board Skills Matrix Assessment tool, further strengthening the governance capabilities. Currently, the Group's board members possess extensive professional backgrounds and industry experience across diverse fields, including corporate strategy and management, finance and accounting, technological innovation and information technology.

截至報告期末，集團董事會成員共7人，其中獨立非執行董事3人，非執行董事2人，執行董事2人，女性董事2人；獨立非執行董事占比42.9%，獨立非執行董事及非執行董事占比71.4%；女性董事占比28.6%。未來，集團將持續優化董事會的多元化組成，不斷提升治理水平。

As of the end of the reporting period, the Board of Directors consisted of seven members, including three independent non-executive directors, two non-executive directors, and two executive directors, with two female directors. Independent non-executive directors made up for 42.9%, independent non-executive and non-executive directors together accounted for 71.4%, and proportion of female directors reached 28.6%. In the future, the Group will continue to optimize the board diversity and enhance governance capability.

截至報告期末 As of the end of the reporting period	獨立非執行董事占比： Percentage of independent non-executive directors:	42.9%	女性董事占比： Percentage of female directors:	28.6%
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董事會績效評估

金蝶國際已建立董事會績效評估體系，每年定期開展董事會績效評估工作，從「戰略引領」「風險管控」「運作效率」「履職能力」「ESG治理」五大維度評估董事會的履職情況，確保董事會高效運作並持續提升治理水平。

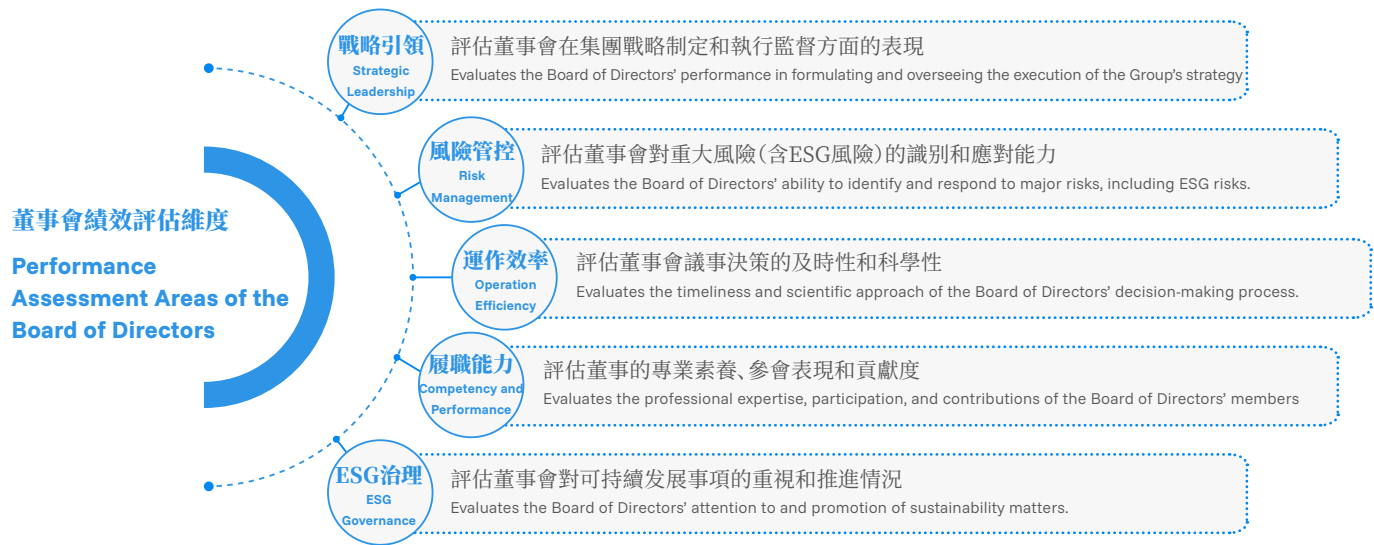
Performance Assessment of the Board of Directors

Kingdee International has established a performance assessment system for the Board of Directors, conducting regular annual assessments to evaluate the Board of Directors' performance across five key dimensions: strategic leadership, risk management, operation efficiency, competency and performance, and ESG governance. This ensures the efficient functioning of the Board of Directors and continuous enhancement of governance capability.

In 2024, based on the evaluation results, we identified four key areas for continuous improvement:

- (1) 優化董事會議事規則，提高會議效；(2) 加強董事 ESG 能力建設，定期組織專題培訓；(3)完善董事會決策支持系統，提供更全面的決策依據；(4)強化評估結果應用，將評估結果與董事任職掛鉤。

- (1) Optimizing the Board of Directors meeting procedures to improve efficiency, (2) Enhancing ESG competencies of board members through regular specialized training, (3) Improving the Board of Directors' decision-support system by providing more comprehensive and data-driven decision-making references, (4) Strengthening the application of evaluation results by linking performance assessments to the board member appointments and tenure decisions.



1.2.2投資者關系與信息披露

金蝶國際致力於通過合規、及時、透明地信息披露，加強與股東及投資者的溝通，確保投資者及時、完整、準確、平等地獲取集團信息，保障股東對集團重大事項的知情權與參與權，並確保所有股東尤其是中小股東享有平等地位。報告期內，我們開展投資者交流會議超過600場，包括70場券商投行策略會，2次高管海外路演等。

1.2.2 Investor Relations and Information Disclosure

We are dedicated to strengthening communication with shareholders and investors through compliant, timely, and transparent information disclosure. This ensures that investors receive complete, accurate, and equal access to the Group's information, safeguarding shareholders' rights to be informed of and participate in major corporate matters, while ensuring that all shareholders, especially minority shareholders, are treated equally. During the reporting period, we held over 600 investor engagement meetings, including 70 brokerage and investment bank strategy conferences and two executive overseas roadshows.

1.3 全面風險管理

健全且有效的風險管理與內部控制體系是集團穩健運營與可持續發展的重要保障。金蝶國際根據運營所在地法律法規及ISO 31000風險管理標準，制定併發布《金蝶國際風險管理聲明》，持續優化風險治理架構與管理流程，強化風險識別、評估、應對與監控，全面提升風險管理能力，推動集團穩定健康發展。

Comprehensive Risk Management

A robust and effective risk management and internal control system is essential for the Group's stable operations and long-term sustainability. Kingdee International has established and published the *Kingdee International Risk Management Statement* in accordance with local laws, regulations, and the ISO 31000 Risk Management Standard. We continuously optimize our risk governance framework and management processes, strengthening risk identification, assessment, response, and monitoring to comprehensively enhance risk management capabilities and drive the Group's stable and healthy development.

1.3.1 風險管理架構

金蝶國際建立了包括治理層、管理層和執行層的三級風險管理架構，形成了自上而下的政策指導和自下而上的風險報告機制。治理層對風險管理負最高責任，確保風險管理體系的有效性；管理層統籌風險管理工作，定期向董事會匯報工作情況並提供建議，同時指導和監督執行層工作，推動集團整體風險管理目標的實現；執行層負責風險管理的具體實施，開展各領域的風險管理活動，定期向管理層匯報並提供建議。這種多層級的架構設計確保了風險管理的全面性、系統性和有效性，實現了風險管理責任的清晰劃分和有效傳導。

1.3.1 Risk Management Structure

Kingdee International has established a three-level risk management structure consisting of the governance, management, and operation level, forming a top-down policy guidance and bottom-up risk reporting mechanism. The governance level holds ultimate responsibility for risk management, and ensures the effectiveness of the risk management system. The management level coordinates risk management efforts, regularly reports to the Board of Directors, provides strategic recommendations, guides and supervises the operational level to ensure the Group's risk management objectives are achieved. The operational level is responsible for taking specific actions to achieve risk management objectives, carrying out risk management activities in various areas, regularly reporting to the management, and providing recommendations. This multi-level structure ensures the comprehensiveness, systematic, and effectiveness of the Group's risk management approach, with clearly defined responsibilities and efficient communication across all levels.

治理層 Governance Level	董事會 Board of Directors	- 風險管理最高管理機構； Serves as the ultimate authority for risk management; - 評估和制定集團風險管理政策和戰略； Evaluates and formulates risk management policies and strategies of the Group; - 確定風險目標、風險偏好及可接受水平； Defines risk objectives, risk appetite, and acceptable levels; - 每年檢討風險管理和內控制度有效性； Conducts an annual review of the effectiveness of the risk management and internal control systems; - 監督重大風險事項的處理。 Supervises the handling of major risk matters.
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治理層 Governance Level	董事會審核委員會 Audit Committee of the Board of Directors	- 評估風險管理和內控系統的設計合理性與運作有效性； Assesses the adequacy of the design and effectiveness of the risk management and internal control systems; - 審查風險管理資源配置； Reviews the allocation of risk management resources; - 審核重大風險調查報告； Audits major risk investigation reports; - 監督風險管理政策的執行情況； Monitors the implementation of risk management policies; - 向董事會匯報風險管理重大事項。 Reports major risk management matters to the Board of Directors.
管理層 Management Level	CEO辦公會 CEO Office Meeting	- 最高內部管理決策機構； Serves as the ultimate authority for internal management decisions; - 負責風險管理政策的具體落實； Responsible for the implementation of risk management policies; - 協調各部門的風險管理工作； Coordinates risk management efforts across departments; - 審議重大風險事項的應對方案； Reviews response plans for major risk matters; - 確保資源有效配置。 Ensures effective resource allocation.
執行層 Operational Level	第一道防線： 業務組織 First Line of Defense: Business units	- 日常運營風險管理的主體； Main body for daily operational risk management; - 建立部門級風險控制機制； Establish department-level risk control mechanisms; - 識別和評估業務領域的風險； Identify and assess risks within business areas; - 制定并執行風險應對措施； Develop and implement risk response measures; - 及時報告風險事項。 Report risk matters in a timely manner.
	第二道防線： 專業職能部門 Second Line of Defense: Professional functional departments	財務部 Finance Department 管理財務風險，監控財務狀況，開展ESG風險與機遇財務影響評估。 Manages financial risks, monitor financial status, and conducts financial impact assessments of ESG risks and opportunities.
		法律合規部及國際法務部 Legal Compliance Department and International Legal Department 管理合規風險，監控各領域合規執行情況，確保集團遵守法律法規和行業規範。 Manage compliance risks, monitor compliance implementation across various areas, and ensure the Group adhere to laws, regulations, and industry standards.
		信息安全/產品安全部 Information Security/Product Security Department 管理數據安全風險，保障信息系統安全，建立安全防護體系，確保研發安全。 Manages data security risks and ensures the security of information systems, Establishes security protection systems to safeguard R&D security
	第三道防線：審計部 Third Line of Defense: Audit department	- 獨立監督評價； Independently supervises and evaluates; - 開展專項審計； Conducts specialized audits; - 評估風險管理有效性； Evaluates the effectiveness of risk management; - 提供改進建議，跟蹤整改落实情況； Provides improvement recommendations and tracks rectification progress; - 直接向審核委員會報告。 Reports directly to the Audit Committee.

1.3.2 風險管理流程

金蝶國際已建立覆蓋風險識別、風險評估、風險應對、風險監控與報告等環節的全生命週期風險管理流程。我們將ESG風險因素納入風險識別與評估流程，借鑒優秀風險管理實踐，並結合自身業務特點，制定ESG風險應對計劃，持續強化風險管理水平。



1.3.2 Risk Management Process

Kingdee International has established a full-lifecycle risk management process that encompasses risk identification,assessment, response, monitoring and reporting. We incorporate ESG risk factors into the risk identification and assessment process, drawing on leading risk management practices and aligning with our business characteristics to develop ESG risk response plans, continuously strengthening our risk management capabilities.

新興風險識別與應對

金蝶國際高度重視新興風險的識別和管理，我們參考世界經濟論壇《全球風險報告》，對中長期可能產生潛在、重大影響的新興風險進行識別，評估可能產生的影響，並制定應對舉措。

Identification and Response of Emerging risks

Kingdee International places great emphasis on the identification and management of emerging risks. By referencing the World Economic Forum's *Global Risks Report*, we identify potential medium- to long-term emerging risks that may have significant impacts, assess their potential consequences, and formulate corresponding response measures.

新興風險識別與評估流程

Identification and Assessment Process of Emerging Risks



新興風險：生成式AI風險

Emerging Risk: Generative AI Risk

風險描述：可能從根本上改變SaaS軟件產品的開發和交付方式；生成式AI技術在企業的應用場景中可能存在數據與隱私安全、內容可信度、技術可控性、合規與科技倫理風險；當前監管要求尚不完善，增加了SaaS企業運營的不確定性。

Risk Description: Generative AI could fundamentally change the development and delivery of SaaS products. Its application in enterprise scenarios may pose risks related to data and privacy security, content reliability, technological controllability, compliance, and tech ethics. The current regulatory landscape remains underdeveloped, increasing operational uncertainty for SaaS enterprises.

潛在影響：傳統軟件開發模式受到沖擊，企業客戶需求和使用習慣可能发生根本性變化，SaaS提供商需快速適應新技術帶來的挑戰；若管理不當，可能引发企業敏感信息泄露、模型偏見導致決策失誤，違反知識產權和倫理問題，導致競爭力下降、運營成本上升、客戶信任流失。

Potential Impact: Traditional software development models may be disrupted, potentially leading to fundamental changes in enterprise customer demands and usage behaviors. SaaS providers must rapidly adapt to challenges brought by new technologies. Inadequate management may result in the leakage of sensitive corporate information, decision-making errors caused by algorithmic bias, violations of intellectual property and ethical issues, ultimately leading to decreased competitiveness, rising operational costs, and loss of customer trust.

應對措施：成立AI創新部門，開展前瞻性研究，並與領先AI企業建立戰略合作；探索AI治理框架，建立內部規範與審查機制；將AI功能整合到現有SaaS產品中，提升客戶價值；對員工開展科技倫理和數據與隱私保護培訓。

Response Measures: Establish an AI Innovation Department to conduct forward-looking research and form strategic partnerships with leading AI enterprises. Explore AI governance frameworks and implement internal standards and review mechanisms. Integrate AI capabilities into existing SaaS products to enhance customer value. Provide employee training on tech ethics and data privacy protection.

新興風險：氣候轉型風險

Emerging Risk: Climate Transition Risk

風險描述：在低碳經濟轉型過程中SaaS企業可能面臨的政策、法規、數據中心能源消耗、市場需求變化以及聲譽風險。

Risk Description: SaaS enterprises may face risks related to policies, regulations, data center energy consumption, market demand shifts, and reputation in the transition to a low-carbon economy.

潛在影響：氣候信息披露要求不斷提高可能帶來合規壓力，數據中心碳排放管理和碳定價機制等可能導致運營成本上升，企業客戶對ESG管理和低碳解決方案的新需求可能改變市場競爭格局。投資者對軟件企業氣候表現的期望不斷提高。

Potential Impact: Increasing climate disclosure requirements may introduce compliance pressure. Carbon emission management and carbon pricing mechanisms for data centers could lead to higher operational costs. Shifting enterprise customer expectations around ESG management and low-carbon solutions may reshape market competition. Investors are placing greater emphasis on software companies' climate performance.

應對措施：密切關注國內外氣候相關政策法規；將氣候變化納入集團戰略考量，制定科學碳目標；推進數據中心綠色化改造，採用節能技術；開發ESG和碳管理軟件模塊，幫助客戶應對氣候變化挑戰；培養氣候相關解決方案能力。

Response Measures: Closely monitor domestic and international climate policies and regulations. Integrate climate change considerations into corporate strategy and set science-based carbon targets. Promote green transformation of data centers and adopt energy-efficient technologies. Develop ESG and carbon management software modules to help clients address climate challenges. Strengthen capabilities in climate-related solutions.

1.3.3 風險管理文化

金蝶國際通過「意識培養—能力建設—實踐參與」三級機制建立全面的風險管理文化體系，系統性提升全員風險意識和應對能力。

1.3.2 Risk Management Culture

Kingdee International has established a comprehensive risk management culture through a three-tier mechanism of “awareness cultivation – capacity building – practical engagement”, systematically enhancing risk awareness and response capabilities across all employees.

風險意識培養

Risk Awareness Cultivation

定期專項培訓 Regular Specialized Training	法律合規部：商業合同風險、知識產權保護、合規經營等 Legal Compliance Department: Commercial contract risks, intellectual property protection, compliance operations.
	信息安全部：數據安全、隱私保護、系統安全等 Information Security Department: Data security, privacy protection, system security.
	財務部：財務風險防控、資金安全、內控制度等 Finance Department: Financial risk prevention, fund security, internal control systems.
	國際法務部（ESG部門）：氣候風險、環境合規等新興風險領域 International Legal Department (ESG Department): Climate risks, environmental compliance, and other emerging risk areas.
案例學習 Case Studies	定期分享內外部風險事件案例，提升風險防范意識 Regular sharing of internal and external risk incidents to enhance risk prevention awareness.

風險管理能力建設

Risk Management Capacity Building

分層級培訓體系 Tiered Training System	管理層：戰略風險研討會、風險管理最新趨勢等研討會 Management Level: Strategic risk seminars, latest trends in risk management.
	中層管理者：風險識別與評估、風險應對策略等進階培訓 Middle Management: Risk identification and assessment, advanced risk response strategies.
	基層員工：崗位相關風險防控、操作規範等基礎培訓 Frontline Employees: Role-specific risk prevention, operational compliance training.
外部交流 External Communication	定期邀請行業專家分享最佳實踐 Regular invitations to industry experts to share best practices.

實踐參與機制

Practical Engagement Mechanism

風險管理項目 Risk Management Projects	鼓勵員工提出風險管理改善建議 Employees are encouraged to propose risk management improvement suggestions.
激勵機制 Incentive Mechanism	多個風險管理專職部門將風險管理基礎知識培訓納入績效考核指標 Risk management training is incorporated into performance evaluation metrics for various specialized risk management departments.

1.4 商業道德與誠信

金蝶國際始終堅持誠信經營原則，恪守商業道德，不斷健全合規及商業道德管理體系，通過完善制度建設、加強審計監督、深化責任意識等方式踐行「致良知、走正道、行王道」的價值觀，確保集團堅守合規底線。

1.4.1 商業道德管理體系

金蝶國際嚴格遵守《中華人民共和國反壟斷法》《中華人民共和國反不正當競爭法》香港《防止賄賂條例》《競爭條例》等法律法規，將反腐敗、反賄賂、利益衝突等重大問題設為集團底線，在各業務的關鍵環節做出全面規範化要求，確保企業合規運營、穩健前行。

我們將商業道德風險納入整體風險管理體系中，風險管理架構適用於商業風險管理。集團董事會對商業道德管理負最終責任，並對商業道德相關工作執行最高監督。

我們制定了《金蝶集團勞工僱傭與道德行為指南》《金蝶紀律處分條例》《金蝶生態合作夥伴違規處罰管理辦法》《特殊事項報備及處理說明》等商業道德規範制度文件，針對反腐敗與反賄賂、商業秘密保護、利益衝突、反壟斷與反不正當競爭、反洗錢與內幕交易以及規範慈善捐贈等內容做出明確要求，攜手員工、供應商及合作夥伴共同營造透明、誠信與負責任的商業環境。我們定期審閱上述商業道德相關制度文件，根據法律法規和業務實踐進行內容修訂。報告期內，我們對《金蝶紀律處分條例》進行了修訂，更新完善在新業務模式和場景下的違規舞弊行為及相應處分處罰形式。

金蝶商業道德行為規範 Kingdee Code of Conduct

反腐敗與反賄賂 Anti-Corruption and Anti-Bribery	- 禁止任何形式的腐敗和賄賂行為，包括直接或間接受、給予或承諾不當利益以獲取商業優勢或特權； Any form of corruption and bribery is prohibited, including directly or indirectly accepting, offering, or promising improper benefits to gain business advantages or privileges; - 禁止各級員工提供、支付、索取或接受任何賄賂、回扣、禮品或其他利益。 Employees at all levels are strictly prohibited from offering, paying, soliciting, or accepting any bribes, kickbacks, gifts, or other benefits.
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Business Ethics and Integrity

Kingdee International adheres the principles of integrity and ethical business practices, continuously improving our compliance and business ethics management system. By strengthening institutional frameworks, enhancing audit supervision, and deepening accountability awareness, we embody the values of “Acting in all Conscience, with Integrity and Righteousness”, ensuring the Group remains committed to compliance and ethical operations.

1.4.1 Business Ethics Management System

Kingdee International strictly complies with the *Anti-monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Prevention of Bribery Ordinance of Hong Kong*, and the *Competition Ordinance of Hong Kong*, among other relevant laws and regulations. We set clear compliance requirements in key business areas, establishing anti-corruption, anti-bribery, and conflict of interest as fundamental principles, ensuring compliant and sustainable corporate operations.

We integrate business ethics risks into our overall risk management system, where the risk management framework also applies to commercial risk management. The Board of Directors holds ultimate responsibility for business ethics management and serves as the highest level of oversight for related matters.

We have established key internal policies, including the *Kingdee Group Labor Employment and Ethical Conduct Guidelines*, *Kingdee Disciplinary Regulations*, *Kingdee Ecological Partners Violation Punishment Management Measures*, and *Special Matters Reporting and Handling Guidelines*. These policies set clear standards for anti-corruption and anti-bribery, trade secret protection, conflict of interest management, anti-monopoly and anti-unfair competition, anti-money laundering, insider trading, and the regulation of charitable donations. In collaboration with employees, suppliers, and partners, we foster a transparent, ethical, and responsible business environment. We regularly review and update these policies, making necessary updates in accordance with evolving laws, regulations, and business practices. During the reporting period, we revised the *Kingdee Disciplinary Regulations*, to address violations and fraudulent behaviors within new business models and scenarios, along with updated disciplinary measures.

商業秘密保護 Protection of Trade Secrets	- 嚴格保護集團的商業秘密與敏感信息； The Group's trade secrets and sensitive information shall be strictly protected; - 禁止任何可能導致集團信息安全受損的行為。 Any actions that may compromise the Group's information security is prohibited.
利益冲突 Conflict of Interest	- 在履職過程中應避免實際或潛在的利益冲突，遵守相關法律法規與指引； Actual or potential conflicts of interest shall be avoided while performing duties and compliance with relevant laws, regulations, and guidelines is required; - 員工不得因任何關係影響其工作職責與商業判斷，亦不得從事或參與任何與集團利益相冲突的活動，任何潛在利益冲突需立即上報。 Employees must not allow personal relationships to influence their job responsibilities or business decisions, nor engage in any activities that conflict with the Group's interests. Any potential conflicts of interest must be reported immediately.
反壟斷與反不正當競爭 Anti-Monopoly and Anti-Unfair Competition	倡導公平競爭，嚴格遵守各區域反壟斷與反競爭法律法規，堅決抵制任何不正當競爭行為或壟斷活動。 We advocate fair competition and strictly comply with anti-monopoly and anti-unfair competition laws and regulations in all operating regions, firmly opposing any unfair competition or monopolistic activities.
反洗錢與內幕交易 Anti-Money Laundering and Insider Trading	- 不得參與任何形式的洗錢活動； Participation in any form of money laundering activities is prohibited; - 不得利用內幕信息進行內部交易。 The use of insider information for internal trading is prohibited.
規範慈善捐贈 Regulation of Charitable Donations	所有慈善捐贈與贊助均須經過嚴格審核程序，相關活動須透明且有記錄。 All charitable donations and sponsorships must undergo a strict review process, ensuring transparency and proper record-keeping.

商業道德審計監督

金蝶國際建立商業道德審核機制，定期針對所有運營點開展商業道德審計，審計內容包括內部商業道德政策遵從、商業道德風險識別與管理等。集團審計部負責對組織各模塊業務經營承擔主要監督責任，每年通過常規經營審計、員工舉報等內外部線索鎖定違紀人員及相關業務範圍，對涉及違規舞弊的事件開展調查和後續處理。

報告期內，集團對內部所有組織進行了常規經營審計或專項審計，查處16起違規違紀案件，1起涉及夥伴違規。我們嚴肅處理財經違紀、信息安全違規、營銷領域違紀等違規違紀行為，捍衛集團底線。

Business Ethics Audit and Supervision

Kingdee International has established a business ethics audit mechanism, conducting regular audits across all operational sites. The audit scope includes compliance with internal business ethics policies, identification and management of business ethics risks, among other areas. The Group Audit Department holds primary supervisory responsibility over the business operations of different organizational units. Each year, it identifies disciplinary violations and relevant business areas through routine operational audits, employee reports, and other internal and external sources, conducting investigations and follow-up actions on cases of misconduct and fraud.

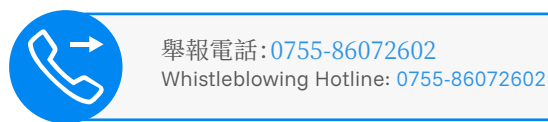
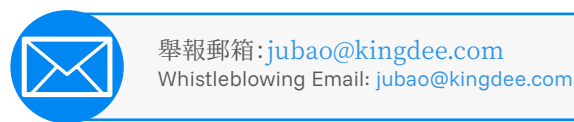
During the reporting period, the Group conducted routine operational audits or special audits across all internal organizations, uncovering 16 cases of disciplinary violations and one case of partner misconduct. We take strict actions against violations such as financial misconduct, information security breaches, and marketing-related disciplinary breaches to safeguard the group's fundamental principles.

報告期內 During the reporting period	開展常規經營審計或專項審計的組織覆蓋率： Coverage of organizations undergoing routine or special audits:	100%	貪污腐敗相關法律訴訟事件： Number of legal proceedings related to corruption and bribery:	0
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舉報處理

為加強對集團商業道德問題的內外部監督，我們為員工、客戶、供應商及合作夥伴等各類利益相關方開放舉報渠道，並建立一套完善的案件舉報、接受與處理流程。我們嚴格保護舉報人的個人信息，並禁止任何形式的打擊報復行為。

舉報制度及渠道：舉報人可以採取電子信箱、電話、面談或舉報人認為便利的其他方式進行舉報。《金蝶集團勞工僱傭與道德行為指南》《金蝶紀律處分條例》等相關制度文件中均有專門模塊對集團的舉報政策和規定進行了闡述。金蝶雲社區、《陽光合作承諾書》等相關制度條款均注明了關於針對商業道德的舉報政策和途徑。「徐少春個人號」也可以收集相關投訴舉報信息。



舉報接收處理：審計部承接舉報受理工作。對於實名舉報，審計部將在24小時之內與舉報人取得溝通；對於匿名舉報，有明確線索材料的，審計部將儘快處理並積極爭取和舉報人取得聯繫。審計部根據不同案件類型成立專項項目組進行調查處理，並將調查結果及時匯報和依規公佈。

舉報人保護機制：為保護舉報人和舉報線索，維護集團管理秩序，舉報人不得將舉報郵件群發、密送多人，否則一律取消舉報獎勵資格；集團鼓勵實名舉報，同時接受匿名舉報，舉報受理部門及舉報受理人對舉報人信息和材料予以嚴格保密，並將舉報相關信息授權知情人員控制在最小範圍，確保舉報監督積極性及舉報人員、信息安全。

商業道德培訓

金蝶國際每年面向全體員工（包括兼職人員）開展商業道德培訓和宣貫。報告期內，我們針對全體員工（包括兼職人員）開展廉潔培訓活動，通過內部OA系統精準投放廉潔教育信息，推進廉潔文化建設。報告期內，我們開

Whistleblowing and Case Handling

To strengthen internal and external oversight of business ethics issues, we provide whistleblowing channels for employees, customers, suppliers, and partners, establishing a comprehensive system for reporting, receiving, and handling cases. We strictly protect whistleblowers' personal information and prohibit any form of retaliation.

Whistleblowing system and channels: Whistleblowers can report concerns via email, phone, face-to-face meetings, or other convenient methods. Policies such as the *Kingdee Group Labor Employment and Ethical Conduct Guidelines* and the *Kingdee Disciplinary Regulations* include dedicated sections outlining the Group's whistleblowing policies and procedures. Platforms such as Kingdee Cloud Community and the *Letter of Commitment to Anti-Corruption Cooperation* also specify business ethics whistleblowing policies and channels. Reports can also be submitted through the "Xu Shaochun's Personal WeChat Official Account" for complaints and whistleblowing information.

Whistleblowing reception and processing: The Audit Department handles whistleblowing cases. For reports with real identities, the Audit Department will initiate communication with the whistleblower within 24 hours. For anonymous reports, if clear supporting materials are provided, the department will promptly investigate and attempt to establish contact with the whistleblower. A specialized project team is formed to investigate different types of cases, and investigation outcomes are reported and disclosed promptly in accordance with regulations.

Whistleblower protection mechanism: To protect whistleblowers and maintain management order, whistleblowers must not send reports in bulk emails or blind-copy multiple recipients; otherwise, eligibility for rewards will be revoked. The Group encourages real-name reports but also accepts anonymous reports. Access to whistleblower-related information is restricted to authorized personnel only, minimizing risks to whistleblower safety and information security, thereby fostering an environment conducive to active whistleblowing.

Business Ethics Training

Kingdee International conducts annual business ethics training for all employees, including part-time staff. During the reporting period, we conducted integrity training programs for all employees via the internal OA system, promoting an integrity-focused corporate culture. More than 10 training sessions were held, covering topics such as the *Kingdee Disciplinary Regulations*, case studies

展涵蓋《金蝶紀律處分條例》倡導、違規舞弊典型案例、廉潔倡導等10餘場培訓活動，覆蓋人數約1,000餘人；持續在金蝶國際財務線員工大會中進行審計工作宣貫及廉潔宣講，覆蓋人數超200人，強化員工合法合規意識，降低潛在違法違紀風險。

2024年度，我們針對《金蝶紀律處分條例》進行了內容修訂，要求全體員工必須完成學習並簽署確認，截至12月底，完成學習及簽署的員工比例達到100%。

of misconduct, and integrity awareness, reaching over 1,000 participants. Additionally, at the Kingdee International Finance Employee Conference, we delivered audit and integrity briefings, with over 200 participants, reinforcing employees' awareness of compliance and reducing potential risks of misconduct.

In 2024, we revised the *Kingdee Disciplinary Regulations* and developed a dedicated training course to explain the updates. All employees were required to complete the course and sign a confirmation. By the end of December, 100% of employees had completed both the training and signed the acknowledgment.

報告期內
During the
reporting period

商業道德員工培訓覆蓋率：
Business Ethics Training Coverage Rate:

100%

1.4.2 供應商廉潔管理

金蝶國際制定了《金蝶供應商CSR行為準則》，全面規範供應商在商業道德、勞工權益保護、職業健康與安全、環境保護等方面的管理和實踐，推動供應商ESG水平持續提升¹。同時，我們要求所有供應商必須簽署《金蝶供應商CSR行為準則》和《陽光合作承諾書》，以確保合作過程的合規透明。

我們不定期對內部關聯部門、供應商進行《誠信廉潔、合作共贏》倡導，以持續提升供應鏈廉潔水平。報告期內，我們對常態化合作的633家供應商，約1200個聯繫人及我們內部關聯部門開展廉潔意識倡導，取得良好效果。

1.4.2 Supplier Integrity Management

We have formulated the *Kingdee CSR Code of Conduct for Suppliers*, which sets comprehensive requirements for suppliers in business ethics, labor rights protection, occupational health and safety, and environmental protection, promoting continuous improvement in suppliers' ESG performance¹. Additionally, all suppliers are required to sign the *Kingdee CSR Code of Conduct for Suppliers* and the *Letter of Commitment to Anti-Corruption Cooperation*, ensuring compliance and transparency throughout the collaboration process.

Additionally, we periodically conduct advocacy sessions on "Integrity, Honesty, and Win-Win Cooperation" for internal departments and suppliers to continuously enhance integrity within the supply chain. During the reporting period, we conducted integrity awareness sessions for 633 suppliers, covering approximately 1,200 contacts and related internal departments. The sessions have yielded positive results, reinforcing the ethical foundation of our supply chain.

《陽光合作承諾書》條款

Terms of the *Letter of Commitment to Anti-Corruption Cooperation*

嚴禁商業賄賂
Strict Adherence to
Commercial Integrity

嚴禁行賄及其他
Absolute Prohibition of
Bribery and Illegal Conduct

利益冲突及其他披露
Transparent Disclosure of
Conflicts of Interest

嚴禁串標圍標
Rigid Opposition to Bid Manipulation and Collusion

嚴禁資金往來
Strict Prohibition of Financial Transactions

配合反舞弊調查
Collaboration in Anti-Fraud Investigations

反舞弊舉報義務
Duty to Report Misconduct

¹ 《金蝶供應商CSR行為準則》、供應商ESG管理等相關內容詳見「2.4.3 可持續供應鏈管理」小節。
For more details on the *Kingdee CSR Code of Conduct for Suppliers* and supplier ESG management, please refer to section "2.4.3 Sustainable Supply Chain Management."

02 以客戶為中心，長期堅持專業主義

Customer-Centric, Long-term Adherence to Professionalism

我們的理念：

金蝶國際秉持「予力企業，成就不凡」的使命，始終以客戶為中心，依託世界一流的產品、服務、交付、生態和口碑五大維度，持續為客戶創造價值，助力客戶成功。我們通過嚴格控制產品質量，推動研發與創新，強化信息安全與隱私保護，優化服務體驗，加強供應鏈可持續管理，為客戶提供卓越、安全、可持續的產品與服務。同時，我們攜手生態合作夥伴，推動產業數字化轉型升級，與客戶共同成長，助力行業邁向更加智能、綠色、可持續的未來。

Our Philosophy:

Kingdee International adheres to the mission of “Empower Every Enterprise, to Achieve Phenomenal Success” and remains steadfast in its customer-centric approach. By relying on five key dimensions—world-class products, services, delivery, ecosystem, and reputation—we consistently create value for our customers and support their succeed. We ensure strict quality control, promote research and development and innovation, strengthen information security and privacy protection, optimize service experiences, and enhance sustainable supply chain management. This enables us to offer outstanding, secure, and sustainable products and services. Simultaneously, we collaborate with ecological partners to drive the digital transformation and upgrading of the industry, grow together with customers, and empower the transition to a smarter, greener, and more sustainable future.

	2.1 世界一流的產品 World-Class Products	37
	2.2 世界一流的服務 World-Class Services	56
	2.3 世界一流的交付 World-Class Delivery	59
	2.4 世界一流的生態 World-Class Ecosystem	60
	2.5 世界一流的口碑 World-Class Reputation	69



2.1 世界一流的產品

金蝶國際構建「以客戶為中心，一次做對，持續改進，以質取勝」的全面質量管理體系，致力於為客戶提供安全、可靠、優質的產品。我們堅持嚴格的產品全生命週期質量與安全管理，持續優化信息安全和隱私保護體系，提高網絡安全防護水平，並結合前沿技術與市場需求，推動產品創新與迭代，持續提升產品競爭力 and 用戶體驗。

2.1.1 卓越的產品質量

金蝶國際踐行「質量優先」的質量哲學，致力於以世界一流質量管理標準為要求「做正確的事，正確地做事」，確保「永遠在線，永不宕機」。我們將每一次質量事件視為改進和提升的機會，深挖問題根因，持續優化改進，以贏得客戶的信賴與支持。

質量管理體系

金蝶國際堅守卓越品質，建立從規劃設計、產品開發、產品測試、運營維護及退出的全生命週期質量管理體系。我們目前已獲得 ISO 9001 質量管理體系、CMMI 5（能力成熟度模型集成體系最高等級）、ISO/IEC 20000 信息技術服務管理體系標準、ITSS（信息技術服務標準）等系列信息服務行業管理體系認證，並保持證書持續有效。報告期內，我們成功通過 CMMI 5、ISO 9001 體系認證的復審。

World-Class Products

Kingdee International has established a comprehensive quality management system of “Customer-Centric, Doing Things Right from the Outset, Making Continuous Improvement, and Winning Through Quality”. We are committed to providing customers with safe, reliable, and high-quality products. We adhere to strict quality and safety management across the entire product lifecycle, continuously optimize information security and privacy protection systems, improve cybersecurity capabilities, and drive product innovation and iteration in line with cutting-edge technologies and market demands, further improving product competitiveness and user experience.

2.1.1 Excellence in Product Quality

Kingdee International upholds a “Quality First” philosophy and is dedicated to meeting world-class quality management standards to “Do the Right Things, and Do Things Right”, ensuring “Always Online, Never Down”. We regard each quality issue as an opportunity for improvement and enhancement, thoroughly investigating root causes and continually optimizing to earn and maintain the trust and support of our customers.

Quality Management System

Kingdee International is dedicated to excellence in quality and has established a full lifecycle quality management system, from planning and design to product development, testing, operations and maintenance, and decommissioning. We have obtained a series of recognized industry certifications, including ISO 9001 Quality Management System Certification, CMMI Level 5 (the highest level of Capability Maturity Model Integration) Certification, ISO/IEC 20000 Information Technology Service Management System Standards Certification, ITSS (Information Technology Service Standards) Certification, and other certifications for information service industry management systems, maintaining the validity of these certificates. During the reporting period, we successfully completed the recertification audits for both CMMI Level 5 and ISO 9001 system certifications.

管理體系 Management System	覆蓋範圍 Coverage	有效期 Validity Period
ISO 9001:2015 質量管理體系 ISO 9001:2015 Quality Management System	應用軟件的設計開發、市場推廣、諮詢、技術培訓和銷售服務 Design, Development, Marketing, Consulting, Technical Training, and Sales Services for Application Software	2027年12月6日 December 6, 2027
CMMI 5 能力成熟度模型集成認證 CMMI Level 5 Capability Maturity Model Integration Certification	金蝶軟件（中國）有限公司 Kingdee Software (China) Co., Ltd.	2026年6月12日 June 12, 2026

管理體系 Management System	覆蓋範圍 Coverage	有效期 Validity Period
ISO/IEC 20000-1:2018 信息技術服務管理體系 ISO/IEC 20000-1: 2018 Information Technology Service Management System	「金蝶雲·星空」SaaS、「金蝶雲·星瀚」SaaS、「金蝶雲·蒼穹」PaaS、金蝶 EAS cloud “Kingdee Galaxy” SaaS, “Kingdee Constellation” SaaS, “Kingdee Cosmic” PaaS, Kingdee EAS Cloud	2025年10月23日 October 23, 2025
信息技術服務標準符合性證書（ITSS）認證二級 Information Technology Service Standards (ITSS) Conformity Certificate Level 2	所有雲服務（SaaS 雲） All Cloud Services (SaaS Cloud)	2028年1月16日 January 16, 2028
信息技術服務標準符合性證書（ITSS）認證三級 Information Technology Service Standards (ITSS) Conformity Certificate Level 3	運行維護 Operation Services	2025年12月30日 December 30, 2025

產品質量審核

我們定期開展產品質量內部審核，覆蓋所有相關業務部門和活動。每年初組織制定、發佈年度內部審核規劃，確認審核的依據、準則、內容、範圍和方法，質量管理部按照年度內審規劃，按時組織開展內審活動。為保證審核的專業、有效、可靠，集團內審組成員均為通過專業內審培訓的員工。

內部審核過程記錄以電子文檔方式保存，審核報告經業務部門主管確認後，由集團質量管理部正式發佈，審核中發現的不符合項由內審員錄入《內部審核不符合報告》跟蹤改進，整改措施以及結果驗證的活動記錄也在《內部審核不符合報告》中保存。

同時，我們定期通過第三方權威機構對質量管理體系進行審核認證，集團質量管理部組織相關部門針對外部審核中發現的問題進行問題分析、制定糾正預防措施，並通過《外部審核不符合報告》進行跟蹤。

質量文化建設

為了讓每位員工在日常工作中深刻理解並踐行「質量就是生命」的宗旨，我們不斷加強對員工的培訓與賦能，通過日常文化宣傳、質量知識培訓、質量獎評選等方式，提升員工質量意識，營造全員參與的質量文化。

Product Quality Audits

We conduct regular internal product quality audits, covering all relevant business departments and activities. At the beginning of each year, we organize the development and release of the annual internal audit plan, confirming the audit basis, criteria, content, scope, and methods. The Quality Management Department organizes and conducts internal audits according to the annual audit plan. To ensure the audits are professional, effective, and reliable, all members of the Group's internal audit team are employees who have completed professional audit training.

The records of the internal audit process are stored in electronic format, and the audit report is formally issued by the Group's Quality Management Department after being confirmed by the head of the business department. Any non-conformities identified during the audit are recorded in the *Report on Non-Conformities Identified in Internal Audits* for tracking and corrective actions. The activities related to corrective measures and result verification are also documented in the *Report on Non-Conformities Identified in Internal Audits*.

Additionally, we regularly conduct audits and certifications of the quality management system through third-party authoritative organizations. The Group's Quality Management Department organizes relevant departments to analyze issues identified in external audits, formulate corrective and preventive measures, and track them through the *Report on Non-Conformities Identified in External Audits*.

Quality Culture Development

To ensure that every employee fully understands and implements the philosophy that “Quality is Life” in their daily work, we continuously strengthen employee training and empowerment. We improve employee quality awareness and cultivate a quality culture of full participation through regular cultural promotion, quality knowledge training, quality awards evaluations, and other methods.

質量文化宣傳:每週開展「質量星期四」活動，定期開展質量管理研究，定期發佈質量洞察報告，並通過「金蝶質量」內部公眾號定期開展質量知識宣傳。報告期內，累計發佈質量洞察報告12份；累計發佈質量宣傳文章48篇，宣傳類型包括但不限於IPD運作知識、制度規範、流程小知識、質量小故事、優秀實踐、方法論、QMS體系等。

質量知識培訓:報告期內，累計打造20門質量管理相關課程，通過「質量管理知識地圖」發佈課程。質量管理部內部開展培訓學習27次，面向業務部門開展質量培訓16次，組織全員學習考試3次。

質量獎評選:連續開展集團質量金獎、責任中心質量獎評選活動。報告期內，評審出質量金獎2個，責任單位質量獎20個²。

責任營銷

金蝶國際嚴格遵守《中華人民共和國廣告法》《中華人民共和國商標法》等相關法律法規及行業規範，強化責任營銷管理，對產品信息披露、銷售規範、客戶權益保障、數據安全承諾等方面做出明確要求，並對營銷各環節進行嚴格管控，確保營銷行為合規透明。

產品信息披露:針對標準化SaaS產品和定制化解決方案，在官網及銷售環節全方位展示產品信息。標準產品通過產品官網、線上幫助中心和演示環境，全面展示功能模塊、應用場景和價格標準；定制開發項目提供詳細的需求分析流程和二次開發服務說明，確保客戶充分了解產品選型和實施週期。

銷售規範管理:

- 發佈《營銷平台帳號內容管理標準化流程與制度》，確保各營銷出口的信息準確；
- 定期開展營銷內容的專項自查自糾工作，並針對廣告語、客戶滿意度、資質認證等相關內容進行及時整改、優化；

Quality Culture Promotion: On a weekly basis, we host a designated “Quality Thursday” event to raise quality awareness among our workforce. Complementing this initiative, we periodically conduct quality management research and release insightful quality reports. Furthermore, through our internal platform, called “Kingdee Quality”, we disseminate pertinent quality-related knowledge. This platform has featured 48 articles covering diverse topics including IPD operational insights, institutional norms, process efficiencies, quality narratives, best practices, methodologies, and QMS.

Quality Knowledge Training: During the reporting period, we developed 20 quality management-related courses and released them via the “Quality Management Knowledge Map.” The Quality Management Department conducted 27 internal training sessions, 16 quality training sessions for business departments, and organized three group-wide learning examinations.

Quality Awards Selection: We continued to conduct the Group’s Quality Gold Award and the Quality Award for Responsible Center selection. During the reporting period, two Quality Gold Awards and 20 Quality Awards for Responsible Units were selected².

Responsible Marketing

We strictly abide by the *Advertising Law of the People’s Republic of China*, the *Trademark Law of the People’s Republic of China* and other relevant laws and regulations and industry norms. We have made efforts to strengthen responsible marketing management, specifying our requirements on product information disclosure, sales norms, customer rights protection, and data security commitments. We enforce strict controls over all marketing processes to ensure that marketing activities are compliant and transparent.

Product Information Disclosure: For standardized SaaS products and customized solutions, we comprehensively display product information on the official website and during the sales process. Standard products are fully showcased through the product website, online help center, and demonstration environment, highlighting function modules, application scenarios, and pricing standards. Customized development projects provide detailed requirement analysis processes and secondary development service descriptions, ensuring customers have a full understanding of product selection and implementation timelines.

Sales Regulations Management:

- We have published the *Standardized Process and System for Marketing Platform Account Content Management* to ensure the accuracy of information at all marketing touchpoints.
- We regularly conduct self-checks and self-corrections of marketing content, addressing issues such as advertising slogans, customer satisfaction, and certification qualifications in a timely manner.

- 建立覆蓋員工、渠道合作夥伴及其他外包人員的營銷合規培訓體系，培訓內容覆蓋廣告法與規範、產品信息及功能介紹、定價政策、數據安全承諾、內容審核標準化運營等多個方面，提升一線銷售人員的合規意識，同時要求渠道合作夥伴簽署《營銷行為規範承諾書》。

客戶權益保障:

- 制定完整的產品定價政策和退款機制，明確披露軟件訂閱/授權模式及相關費用。設立客戶服務熱線，建立投訴反饋渠道，確保客戶訴求得到及時響應。

數據安全承諾:

- 在產品銷售過程中明確告知數據收集範圍、存儲位置和保護措施，簽署數據安全協議，保障客戶數據安全和隱私權益。

- We have established a marketing compliance training system covering employees, channel partners, and other outsourced personnel. The training content includes advertising laws and regulations, product information and function introductions, pricing policies, data security commitments, and content review standardized operations, aiming to enhance the compliance awareness of frontline sales staff. We also require channel partners to sign the *Marketing Conduct Commitment*.

Customer Rights Protection:

- We have developed a complete product pricing policy and refund mechanism, with clear disclosures regarding software subscription/authorization models and related fees. A customer service hotline has been established, along with complaint and feedback channels, to ensure that customer requests are addressed promptly.

Data Security Commitments:

- During the product sales process, we clearly inform customers of the scope of data collection, storage locations, and protective measures. We sign data security agreements to safeguard customer data security and privacy rights.

2.1.2 研發與創新

研發與創新是驅動企業可持續發展的動力源泉。金蝶國際秉承「精一創新」的哲學理念，保持高比例研發投入，積極推動前沿技術的研發與應用，促進產品創新。同時，我們高度重視科技倫理和知識產權保護，以負責任的態度為客戶提供更智能、高效的產品，助力企業數字化轉型升級，為行業和社會可持續發展創造更大價值。

激發創新活力

我們保持高比例研發投入，建立有效的創新激勵機制，積極聯動產業生態開展研發創新，組建優秀的研發團隊，並持續通過內部培養和外部引進等方式，優化研發人才隊伍，保持在企業數字化服務方面的領先水平。2024年，金蝶國際研發投入達15.16億元，占總營收的24.2%；共計擁有創新研發人員4,265人，占總員工的35.1%。

為激發員工創新活力，營造濃厚的創新氛圍，我們積極舉辦創新活動，並設立優秀創新獎、微創新獎等獎項評選。報告期內，我們共評選出4項優秀創新獎和19項微創新獎；並舉辦AI演講大賽、AI創意徵集大賽等多項活動。

2.1.2 Research and Development (R&D) and Innovation

R&D and innovation are the driving forces behind the sustainable development of enterprises. Kingdee International adheres to the philosophy of “Precision and Innovation”, maintaining a high level of R&D investment, actively promoting the R&D and application of cutting-edge technologies, and fostering product innovation. At the same time, we place great importance on technology ethics, and intellectual property protection, providing customers with smarter and more efficient products with a responsible attitude. This supports the digital transformation and upgrading of enterprises and creates greater value for the sustainable development of the industry and society.

Stimulating Innovation Vitality

We maintain a high level of R&D investment, establish effective innovation incentive mechanisms, actively collaborate with the industry ecosystem on R&D and innovation, and build outstanding R&D teams. We continually optimize our R&D talent pool through internal training and external recruitment, ensuring that we stay at the forefront of enterprise digital services. In 2024, Kingdee International’s R&D investment reached RMB 1.516 billion, accounting for 24.2% of total revenue, with a total of 4,265 innovative R&D personnel, representing 35.1% of the total employees.

To stimulate employees’ innovation vitality and create a strong innovation atmosphere, we actively organize innovation activities and set up awards such as the Excellence in Innovation Award and the Micro-Innovation Award. During the reporting period, we selected four Excellence in Innovation Awards and 19 Micro-Innovation Awards, and organized multiple activities, including the AI Speech Competition and AI Creative Idea Contest.

² 全年參與質量金獎評審的產品單元121個，申報責任單位質量獎的團隊151個。
A total of 121 product units participated in the Quality Gold Award review, and 151 teams applied for the Quality Award for Responsible Units throughout the year.

2024年度
In 2024

研發投入**15.16**億元，占總營收**24.2%**
Total R&D investment: RMB**1.516**billion,
accounting for **24.2%** of the total revenue.

創新研發人員**4,265**人，占總員工**35.1%**
Number of R&D personnel: **4,265**,
representing **35.1%** of the total employees.



創新成果

2024年，我們通過不懈努力，收穫多項創新成果與認可。截至報告期末，金蝶國際累計申請專利2,621項，累計獲得授權專利1,093項；累計獲得軟件著作權1,236項，累計獲得6次中國專利獎、4次深圳市專利獎。

報告期內，我們攜手客戶、同行企業、國內頂尖高校/科研院所等，承擔了多項具有行業開創性和影響力的研究項目，併發布《一種基於工業互聯網標識解析的跨企業本地系統數據互通方案》的研究論文，為行業發展貢獻金蝶智慧。

Innovative Achievements

In 2024, through relentless efforts, we achieved numerous innovative results and recognitions. As at the end of the Reporting Period, Kingdee International had filed a total of 2,621 patents and obtained 1,093 authorized patents; we had also acquired 1,236 software copyrights, and received six China Patent Awards and four Shenzhen Patent Awards.

During the reporting period, we collaborated with customers, industry peers, top domestic universities/research institutions, etc., undertaking several pioneering and influential research projects. We also published research paper: *A Cross-Enterprise Local System Data Interoperability Solution Based on IIoT Identity Resolution*, contributing Kingdee's wisdom to the development of the industry.

項目名稱：產業鏈互聯操作系統核心研發
Project Name: Core R&D of Industry Chain Interconnection Operating System

主管單位：
國家科技部

合作單位：
西南交通大學、上海交通大學、北京大學、四川大學華西醫院、成都國龍信息工程有限責任公司、浪潮通用軟件有限公司、中國電子技術標準化研究院、用友網絡科技股份有限公司、四川省工業軟件技術研究院。

研究內容：面向多模式離散製造業企業/企業群，研究產業鏈互聯操作系統原理和設計方法；攻克企業資源管理及供應鏈、營銷鏈、服務鏈、配件鏈開展協同和服務的典型一體化業務模型和業務流程的管理和抽象技術、產業鏈互聯操作系統體系架構、互聯操作系統內核、開放式業務協同與服務框架、應用軟件快速構建等關鍵技術；研發產業鏈互聯操作系統核心軟件，打造我國企業運營管理和

Supervising Unit:
Ministry of Science and Technology of the People's Republic of China

Collaborating Units:
Southwest Jiaotong University, Shanghai Jiao Tong University, Peking University, West China Hospital of Sichuan University, Chengdu Guolong Information Engineering Co., Ltd., Inspur Genersoft Co., Ltd., China Electronics Standardization Institute, Yonyou Network Technology Co., Ltd., Sichuan Institute of Industrial Software Technology.

Research Content: Focusing on multi-mode discrete manufacturing enterprises/enterprise clusters, the project aims to research the principles and design methods of industry chain interconnection operating systems. Key technologies tackled include the management and abstraction of typical integrated business models and business processes for collaborative enterprise resource management, supply chains, marketing chains, service chains, and spare parts chains, as well as the architecture of the interconnection operating system, kernel, open business collaboration and service framework, and rapid application software construction. The research also includes the development

產業價值鏈協同平台/系統的底座；開展基於數據資源的多鏈智能服務；研發基於操作系統的開放式開發運行服務環境，建立基於操作系統的開放式運行服務及生態體系；面向離散製造業，基於典型ERP等系統開展應用驗證；面向大規模製造產業，基於第三方多價值鏈協同平台開展應用驗證。

of the core software for the industry chain interconnection operating system, aiming to build the foundation for China's enterprise operation management and industry value chain collaboration platforms/systems. The project explores multi-chain intelligent services based on data resources, the development of open development and operating service environments based on the operating system, and the establishment of open operating services and ecosystems. The project also includes application verification based on typical ERP systems for discrete manufacturing industries and large-scale manufacturing industries, as well as third-party multi-value chain collaboration platforms.

項目名稱：基於通用大模型的智能決策關鍵技術研發
Project Name: R&D of Key Technologies for Intelligent Decision-Making Based on General

主管單位：
深圳市科技創新局

合作單位：
中山大學、深圳易夥科技有限責任公司

研究內容：研究基於通用大模型的跨任務高效決策；研究面向領域自適應的大模型知識高效提取；研究可信可控的智能體協同決策技術。

Supervising Unit:
Science, Technology and Innovation Bureau of Shenzhen Municipality

Collaborating Units:
Sun Yat-Sen University, Shenzhen Yihuo Technology Co., Ltd.

Research Content: Research on cross-task efficient decision-making based on general large models; research on domain-adaptive large model knowledge extraction; research on trustworthy and controllable intelligent agent collaborative decision-making technology.

報告期內所獲研發創新類獎項及認可 R&D and Innovation Awards and Recognitions Received During the Reporting Period		
獎項 Award	獲獎項目/產品 Awarded Project/Product	頒獎單位 Awarding Organization
廣東省製造業單項冠軍企業 Single Champion Enterprise in Manufacturing Industry of Guangdong Province	工業互聯網應用服務軟件 Industrial Internet Application Service Software	廣東省工業和信息化廳 Department of Industry and Information Technology of Guangdong Province
2024年國家級跨行業跨領域工業互聯網平台 2024 National-Level Cross-Industry and Cross-Field Industrial Internet Platform	金蝶軟件(中國)有限公司 Kingdee Software (China) Co., Ltd.	工業和信息化部 Ministry of Industry and Information Technology of the People's Republic of China
入選首批企業級人工智能應用推進計劃成員單位 Selected as a Member Unit of the First Batch of Enterprise-Level AI Application Promotion Program	金蝶軟件(中國)有限公司 Kingdee Software (China) Co., Ltd.	中國信息通信研究院雲計算與大數據研究所 Institute of Cloud Computing and Big Data, China Academy of Information and Communications Technology
中國軟件產業貢獻企業 China Software Industry Contribution Enterprise	金蝶軟件(中國)有限公司 Kingdee Software (China) Co., Ltd.	中國軟件行業協會 China Software Industry Association
2024行業信息技術創新服務商 2024 Service Provider of Industry Information Technology Innovation	金蝶軟件(中國)有限公司 Kingdee Software (China) Co., Ltd.	中國工業合作協會、中國軟件行業協會、北京亞太經濟合作促進會 China Industrial Cooperation Association, China Software Industry Association, Beijing Association for the Promotion of Asia-Pacific Economic Cooperation
2024行業信息技術優秀產品 2024 Outstanding Product of Industry Information Technology	金蝶雲·星瀚 Kingdee Constellation	中國工業合作協會、中國軟件行業協會、北京亞太經濟合作促進會 China Industrial Cooperation Association, China Software Industry Association, Beijing Association for the Promotion of Asia-Pacific Economic Cooperation
2023—2024年優秀創新軟件產品 2023-2024 Excellent Innovative Software Product	金蝶雲星瀚資金雲司庫管理軟件 Kingdee Constellation Capital Cloud Management Software	中國電子信息行業聯合會 China Federation of Electronics and Information Industry

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以客戶為中心，長期堅持專業主義

Customer-Centric, Long-term Adherence to Professionalism

42

知識產權保護

金蝶國際高度重視知識產權保護，嚴格遵守《中華人民共和國專利法》《中華人民共和國商標法》《中華人民共和國著作權法》等相關法律法規，持續健全知識產權管理體系。集團設立知識產權部門，由集團董事會秘書兼法務與審計部總經理擔任最高領導人；制定發佈《金蝶集團專利管理辦法》《金蝶集團著作權管理辦法》《金蝶集團商標及商號使用管理辦法》《金蝶商業秘密管理辦法》《金蝶新申請質量管理規範》《金蝶OA質量管理規範》等系列管理制度。報告期內，我們更新修訂《金蝶集團專利管理辦法》《金蝶集團商標及商號使用管理辦法》，新增專利申請前保護措施、商標及商號的使用規範及使用監管，重建專利分級評估體系，提高專利發明人獎勵比例等內容，進一步加強專利及商標管理，有效保護集團知識產權。

在知識產權佈局方面：我們定期開展關鍵技術交流與專利挖掘會議，對高價值專利進行全面佈局。針對國際業務，採取「商標註冊先行」策略，同時佈局核心專利，在保護域外知識產權的同時也降低了知識產權侵權風險。報告期內，我們對AI領域技術進行了重點挖掘及佈局，形成了AI關鍵技術專利包，全面保護集團知識產權。

在打擊盜版方面：我們持續通過對經銷機構成員的培訓與溝通、監控電商平台侵權鏈接和主動發起維權訴訟等手段保護自有知識產權，維護市場經營秩序，保護客戶及自身合法權益。

在員工意識提升方面：我們定期開展覆蓋全員的知識產權培訓，持續提升員工知識產權保護意識和能力。報告期內，我們累計完成面向重點部門員工知識產權培訓10餘場，場均培訓時長在1小時以上，覆蓋員工人數超過200人；同時，在「金蝶雲課堂」開發了《專利挖掘佈局》《專利基礎知識培訓》兩門課程，全體員工可隨時通過雲課堂進行學習。

Intellectual Property Protection

Kingdee International attaches great emphasis on intellectual property protection and strictly complies with relevant laws and regulations, including the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Copyright Law of the People's Republic of China*. We continuously improve the intellectual property management system. The Group has established an intellectual property department, led by the Group's Board Secretary, who also serves as the General Manager of the Legal, Compliance, and Audit Department. We have formulated and released a series of management policies, including the *Kingdee Group Patent Management Measures*, the *Kingdee Group Copyright Management Measures*, the *Kingdee Group Management Measures for Trademark and Trade Name Use*, the *Kingdee Trade Secret Management Measures*, the *Kingdee New Application Quality Management Standard*, and the *Kingdee OA Quality Management Standard*. During the reporting period, we updated and revised the *Kingdee Group Patent Management Measures* and the *Kingdee Group Management Measures for Trademark and Trade Name Use*, adding new pre-patent application protection measures, regulations on the use and supervision of trademarks and trade names, rebuilding the patent classification evaluation system, and increasing the reward proportion for patent inventors, further strengthening patent and trademark management to effectively protect the Group's intellectual property.

Intellectual Property Layout: We regularly hold key technology exchange and patent mining meetings to comprehensively plan and deploy high-value patents. For international business, we adopt a “Trademark Registration First” strategy while simultaneously laying out core patents. This approach protects our intellectual property overseas and reduces the risk of intellectual property infringement. During the reporting period, we focused on patent mining and layout in the AI technology field, forming a patent portfolio for key AI technologies to comprehensively protect the Group's intellectual property.

Anti-Counterfeiting Efforts: We continuously protect our intellectual property through training and communication with distribution members, monitoring infringement links on e-commerce platforms, and proactively initiating legal actions to defend our rights. These efforts help maintain market order and protect the legitimate rights and interests of both customers and the Group.

Employee Awareness Enhancement: We regularly conduct intellectual property training sessions for all employees to continually raise awareness and enhance employees' ability to protect intellectual property. During the reporting period, we conducted more than ten intellectual property training sessions for key department employees, each lasting over one hour and covering more than 200 employees. Additionally, we launched two courses—*Patent Mining and Layout* and *Basic Patent Knowledge Training*—on the “Kingdee Cloud Classroom”, allowing all employees to learn at any time.

科技倫理

金蝶國際踐行「科技向善」理念，堅持「增進人類福祉、尊重生命權利、堅持公平公正、合理控制風險、保持公開透明」的科技倫理原則，致力於以道德和安全的方式進行技術研發和產品創新。金蝶國際高度重視AI領域可能出現的偏見、歧視、隱私、濫用、倫理以及價值觀等問題，將生成式AI風險識別為本年度新興風險並制定應對措施，堅守「對用戶負責」的原則，將用戶的權益和信任置於首位。我們成立了算法安全辦公室，制定《算法科技倫理審查制度》《算法安全管理規範》《算法違法違規處置制度》等內部管理制度，建立算法安全自評估、算法安全監測以及科技倫理審查機制，切實防範科技倫理風險。

為提升員工對科技倫理問題的認知和敏感度，確保相關人員在研發與創新過程中遵守道德規範，我們定期在內部開展科技倫理培訓及科普宣傳。報告期內，我們開展《淺談人工智能安全治理》《移動應用合規整改及合規手冊發佈宣講》培訓，涵蓋人工智能倫理、算法安全與透明等內容，覆蓋200人次。

展望未來，我們將致力於將智能化能力無縫融入產品生態，構建更安全、透明、可信的AI解決方案。在保障客戶數據隱私與算法公平性的基礎上，我們將攜手客戶探索AI賦能的ESG實踐路徑，如聚焦人力資源管理系統、智能供應鏈管理、碳排放精準追蹤與減碳決策支持等，助力企業以技術之力實現環境友好、社會包容與治理高效的可持續發展目標。

Technology Ethics

Kingdee International practices the concept of “Technology for Good”, adhering to the principles of “promote human well-being, respect the rights to life, ensure fairness and justice, reasonably control risks, and maintain openness and transparency” in technology ethics. We are committed to conducting technological research and development and product innovation in an ethical and safe manner. Kingdee International attaches great importance to potential issues such as bias, discrimination, privacy, abuse, ethics, and values in the AI field. We identify the risks of generative AI as emerging risks of this year and formulate corresponding countermeasures. We adhere to the principle of “being responsible to users” and put users' rights and trust first. We have established an Algorithm Security Office and implemented internal management systems such as the *Algorithm Technology Ethics Review System*, the *Management Norms for Algorithm Security*, and the *Algorithm Violations Disposal System*. We have also established self-assessment, monitoring for algorithm safety, and technology ethics review mechanisms to effectively prevent technology ethics risks.

To enhance employees' awareness and sensitivity to technology ethics issues and ensure that relevant personnel comply with ethical norms during research, development, and innovation processes, we regularly conduct internal technology ethics training and public awareness campaigns. During the reporting period, we held training sessions on *A Brief Discussion on Artificial Intelligence Security Governance* and the *Compliance Rectification of Mobile Applications and Release of Compliance Manual*, covering topics such as AI ethics, algorithm safety, and transparency. These sessions reached 200 participants.

Looking ahead, we are committed to seamlessly integrating intelligent capabilities into our product ecosystem, building safer, more transparent, and trustworthy AI solutions. Based on safeguarding customer data privacy and ensuring algorithm fairness, we will work with customers to explore AI-driven ESG implementation paths, such as focusing on human resource management systems, intelligent supply chain management, precise carbon emission tracking, and data-informed carbon reduction decision support, empowering enterprises to achieve sustainable development goals through technology, characterized by environmentally friendly, social inclusive, and effective governance.

案例：蒼穹 APP：負責任AI應用的企業管理助手

Case: Cosmic APP: A Responsible AI Application Assistant for Enterprise Management

2024年，金蝶雲蒼穹平台升級為新一代企業級AI平台，並推出了移動形態——蒼穹APP，旨在為企業提供便捷、高效、安全的智能管理解決方案。蒼穹APP基於金蝶蒼穹大模型和AI Agent技術架構，支持自然語言交互，為企業提供財務問答、業務數據查詢、指標分析等服務。In 2024, Kingdee Cosmic platform was upgraded to the next-generation enterprise-level AI platform and launched a mobile version—the Cosmic APP, designed to provide businesses with convenient, efficient, and secure intelligent management solutions. The Cosmic APP is based on Kingdee's cosmic large language model and AI Agent technology architecture. It supports natural language interaction and delivers services such as financial Q&A, business data queries, and metric analysis.

為保障AI應用風險可控，金蝶在蒼穹APP的全生命週期中建立了風險評估和倫理審核機制，定期對AI模型進行評估和優化，以確保其持續符合負責任AI的原則和標準。蒼穹APP不僅是金蝶「予力企業，成就不凡」使命的重要體現，更是我們踐行AI倫理、推動負責任AI發展的突破實踐，為企業數智化轉型提供兼具效率提升與倫理合規的AI解決方案。

To ensure AI application risks are manageable, Kingdee has established risk assessment and ethics review mechanisms throughout the full lifecycle of the Cosmic APP. We regularly assess and optimize AI models to ensure they continue to meet responsible AI principles and standards. The Cosmic APP is not only a key embodiment of Kingdee's mission to “Empower every enterprise, to achieve phenomenal success”, but also a pioneering practice in our commitment to AI ethics and the development of responsible AI. It delivers AI solutions that balance enhanced efficiency with ethical and regulatory compliance, empowering enterprises in their journey toward intelligent digital transformation.

2.1.3 信息安全與隱私保護

金蝶國際深知信息安全和隱私保護對企業及客戶的重要性。作為國內領先的企業級SaaS服務提供商，我們始終將服務的穩定性、可靠性和安全性作為基本要求，致力於為客戶提供安全、健康的數字化體驗。同時，我們不斷增強數據安全與隱私保護能力，並積極提升信息安全保障水平。

信息安全管理

金蝶國際嚴格遵守《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，優化信息安全管理架構，完善信息安全制度體系並取得多項專業認證，同時通過嚴格的產品全生命週期安全管理、有效的安全應急響應程序以及全面的信息安全文化建設機制，持續提升信息安全風險防護水平。

2.1.3 Information Security and Privacy Protection

Kingdee International understands the critical importance of information security and privacy protection for both the group and our customers. As a leading provider of enterprise-level SaaS solutions in China, we prioritize the stability, reliability, and security of our services, committing to deliver a secure and healthy digital experience for our customers. At the same time, we continually enhance our data security and privacy protection capabilities, actively improving our information security assurance levels.

Information Security Management

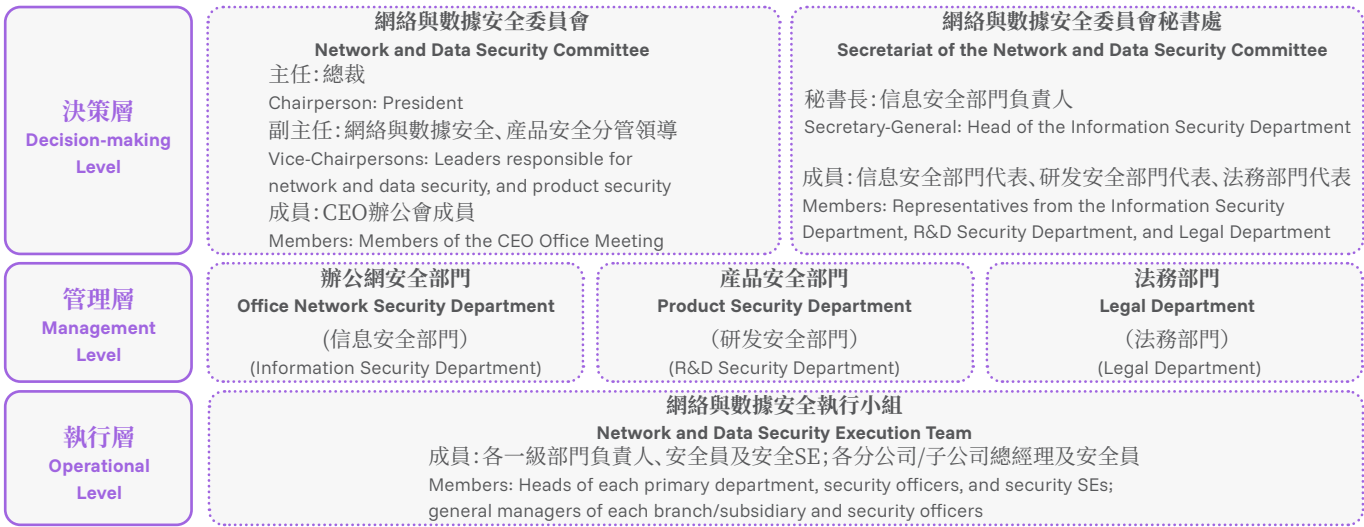
Kingdee International strictly adheres to laws and regulations such as the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and the *Personal Information Protection Law of the People's Republic of China*. We optimize our information security management structure, improve the information security system, and have obtained multiple professional certifications. Additionally, through rigorous product lifecycle security management, effective emergency response procedures, and a comprehensive information security culture building mechanism, we continuously enhance the level of information security risk protection.

報告期內 During the reporting period	數據泄露事件數量： Number of data breach incidents:	0	信息安全應急演練： Number of information security emergency drills:	11
	數據安全與隱私保護員工培訓覆蓋率： Employee Training Coverage on Data Security & Privacy Protection:			100%

信息安全管理架構

我們建立「決策—管理—執行」三級信息安全管理架構，統籌管理集團網絡安全、數據安全與隱私保護等相關工作。集團總裁擔任網絡與數據安全委員會主任，作為集團網絡安全、數據安全與隱私保護等領域的負責人；CEO辦公會成員（含兩位執行董事）作為委員會成員，同時設置分管網絡與數據安全、產品安全副主任各一名，協助委員會主任開展工作，確保集團信息安全管理工作更規範、有序、高效地開展。

信息安全管理架構 Information Security Management Structure



網絡與數據安全委員會 Network and Data Security Committee	- 制定集團網絡與數據安全目標和願景、策略和規劃； Formulate the Group's goals, vision, strategies, and plans for network and data security; - 審核相關管理制度及規範； Review relevant management systems and regulations; - 監督網絡安全、數據合規與隱私保護工作開展情況。 Supervise the implementation of cybersecurity, data compliance, and privacy protection initiatives.
網絡與數據安全委員會秘書處 Secretariat of the Network and Data Security Committee	- 根據委員會要求，組織集團網絡與數據安全戰略規劃和年度規劃會議，跟蹤決議執行情況； Organize the Group's network and data security strategic and annual planning meetings; and track the implementation of resolutions; - 向委員會定期匯報網絡與數據安全管理工作； Regularly report on network and data security management work to the committee; - 與國家網絡與數據安全相關監管部門及行業組織的協調溝通。 Coordinate and communicate with national network and data security regulatory authorities and industry organizations.
網絡與數據安全執行小組 Network and Data Security Execution Team	- 制定網絡與數據安全工作的在各層級的年度計劃及運行機制，保障制度及規範的具體執行； Develop annual plans and operational mechanisms for network and data security across all levels, ensuring the specific implementation of systems and norms; - 反饋網絡與數據安全需求及問題，促進網絡與數據安全防護工作的改進。 Provide feedback on network and data security requirements and challenges to facilitate continuous improvement efforts.
辦公網安全部門 Office Network Security Department	- 負責集團辦公網絡IT資產安全生命週期管理； Manage the security lifecycle of the Group's office network IT assets; - 負責集團辦公網絡與數據安全規劃及統籌工作、安全運維管理。 Oversee the planning, coordination, and operational maintenance of the Group's office network and data security infrastructure.
產品安全部門 Product Security Department	- 負責產品研發安全生命週期管理； Be responsible for the lifecycle management of product R&D security; - 負責公有雲產品及服務的安全運維管理； Be responsible for the security operation and maintenance management of public cloud products and services; - 負責產品的數據安全規劃及統籌工作。 Be responsible for the planning and coordination of product data security.
法務部門 Legal Department	- 對數據安全及個人信息保護相關制度、法律文件進行合規評審及建議； Conduct compliance reviews and provide recommendations on system and legal documents related to data security and privacy protection; - 負責數據安全及個人信息保護相關政策、法律法規、行業監管要求的識別、解讀、宣貫、諮詢； Be responsible for identifying, interpreting, promoting, and consulting on policies, laws, regulations, and industry regulatory requirements related to data security and personal information protection; - 協助處理數據安全及個人信息保護相關的客戶投訴、監管調查等事件。 Provide support in handling customer complaints, regulatory investigations, and other incidents related to data security and privacy protection.

信息安全管理體系

金蝶國際始終依據最高行業標準和最佳實踐建立信息安全管理體系。我們在信息安全方面已獲得ISO 27001、ISO 27017、ISO 27018、ISO 27701、CSA STAR、ISO 22301等管理體系認證，同時，我們還通過等保3級、EAL3+、信通院TSM+、可信雲SaaS、CCRC安全服務一級資質、SOC1/2鑒證審計等國內國際合規認證³。報告期內，我們完成以上合規認證的年度復審、可信雲SaaS認證的獲取、CCRC信息安全服務資質從二級到一級的升級等工作。

Information Security Management System

Kingdee International always establishes its information security management system according to the highest industry standards and best practices. We have obtained certifications for various management systems, including ISO 27001, ISO 27017, ISO 27018, ISO 27701, CSA STAR, and ISO 22301, among others. Additionally, we have successfully obtained domestic and international compliance certifications such as Grade III of Classified Protection, EAL3+, CAICT TSM+, Trusted Cloud SaaS, CCRC Security Service Level 1 Qualification, and SOC1/2 audit certifications³. During the reporting period, we completed the annual review of these certifications, obtained Trusted Cloud SaaS certification, and upgraded our CCRC information security service qualification from Level 2 to Level 1.

信息管理體系 Information Management System	覆蓋範圍 Coverage	有效期 Validity Period
ISO/IEC 27001:2022信息安全管理體系 ISO/IEC 27001:2022 Information Security Management System	金蝶雲·星空SaaS、金蝶雲·星空旗艦版SaaS；金蝶雲·星瀚SaaS、金蝶雲·蒼穹PaaS、金蝶EAS Cloud雲服務、金蝶雲·星辰SaaS、精門雲SaaS Kingdee Galaxy SaaS, Kingdee Galaxy Flagship SaaS, Kingdee Constellation SaaS, Kingdee Cosmic PaaS, Kingdee EAS Cloud Services, Kingdee Stellar SaaS, Jingdou Cloud SaaS	2026年10月30日 October 30, 2026
ISO/IEC 27017:2015基於 ISO/IEC 27002 的雲服務信息安全控制措施行為守則 ISO/IEC 27017:2015 Code of practice for information security controls based on ISO/IEC 27002 for cloud services	金蝶雲·蒼穹PaaS、金蝶雲·星瀚 SaaS雲服務 Kingdee Cosmic PaaS, Kingdee Constellation SaaS Cloud Services	2025年10月30日 October 30, 2025
ISO/IEC27018:2019 個人可識別信息 (PII) 處理者在公有雲中保護PII的實踐指南 ISO/IEC 27018:2019 Code of practice for protection of personally identifiable information (PII) in public clouds acting as PII processors	金蝶雲·蒼穹PaaS、金蝶雲·星瀚 SaaS雲服務 Kingdee Cosmic PaaS, Kingdee Constellation SaaS Cloud Services	2025年10月30日 October 30, 2025
ISO/IEC 27701:2019隱私信息管理體系 ISO/IEC 27701:2019 Privacy Information Management System	金蝶雲·蒼穹PaaS、金蝶雲·星瀚SaaS、金蝶雲·星空旗艦版SaaS、金蝶雲·星空SaaS、金蝶雲·星辰SaaS、精門雲SaaS等產品雲服務；金蝶EAS Cloud雲服務 Kingdee Cosmic PaaS, Kingdee Constellation SaaS, Kingdee Galaxy Flagship SaaS, Kingdee Galaxy SaaS, Kingdee Stellar SaaS, Jingdou Cloud SaaS, and Kingdee EAS Cloud Services	2026年10月30日 October 30, 2026
CSA STAR雲安全管理體系 CSA STAR Cloud Security Management System	金蝶雲·星瀚SaaS、金蝶雲·蒼穹PaaS Kingdee Constellation SaaS, Kingdee Cosmic PaaS	2026年10月30日 October 30, 2026
ISO 22301:2019業務連續性管理體系 ISO 22301:2019 Business Continuity Management System	金蝶雲·星瀚 SaaS、金蝶雲·蒼穹PaaS Kingdee Constellation SaaS, Kingdee Cosmic PaaS	2026年8月28日 August 28, 2026

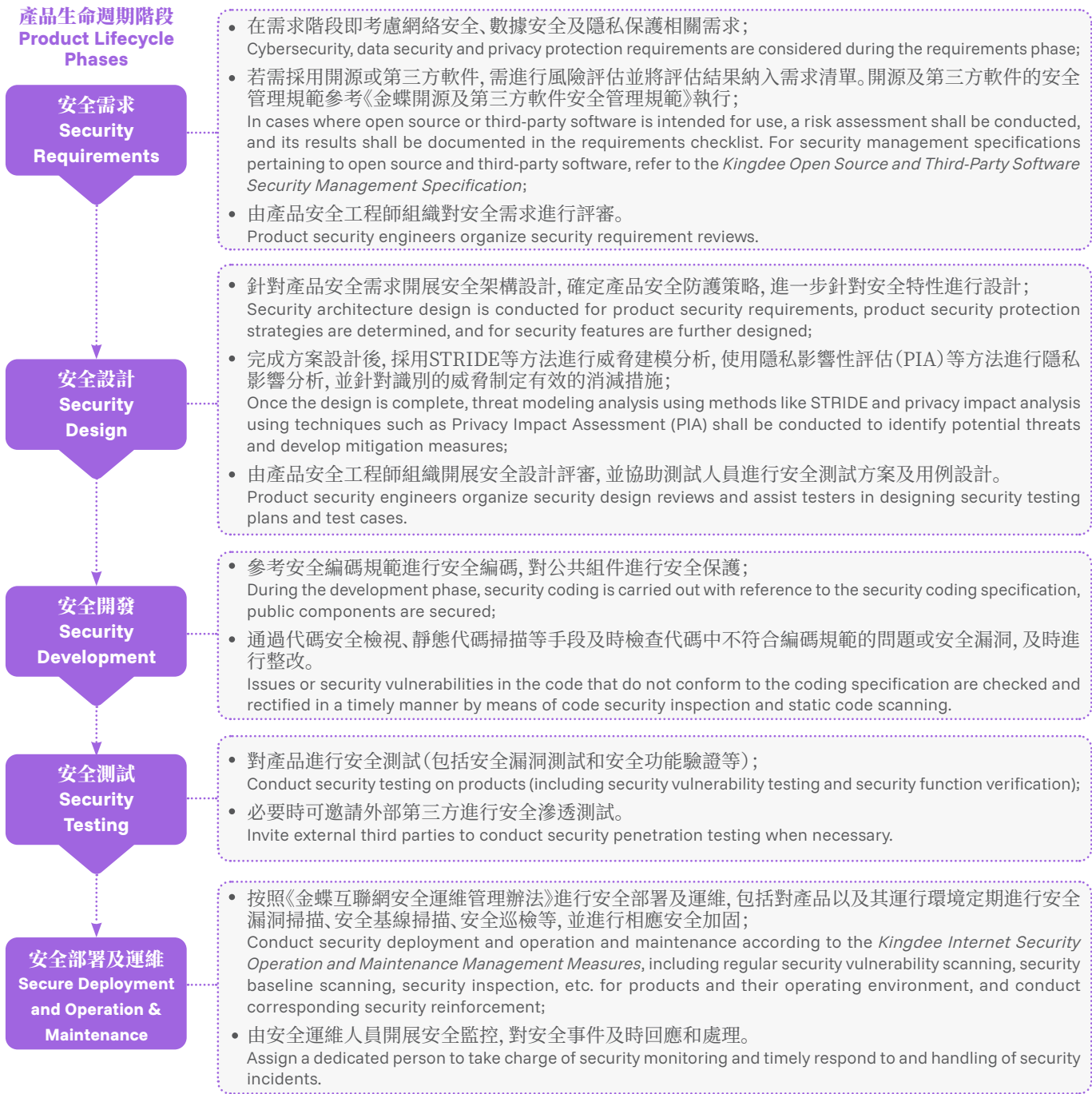
³ 信息安全相關證書均可在金蝶官網查詢：<https://trust.kingdee.com/compliance>
Information security related certificates are available on the official website of Kingdee: <https://trust.kingdee.com/compliance>.

產品全生命週期安全管理體系

金蝶國際高度重視產品安全，建立安全研發生命週期體系 (S-SDLC, Secure-Software Development Lifecycle) 和安全研發運維體系 (DevSecOps)，將信息安全與隱私保護相關要求融入產品的設計和開發中。報告期內，我們更新修訂《金蝶產品安全管理辦法》，健全產品安全管理架構，規範產品研發管理流程，強化安全事件應急回應機制，加強產品安全監督與檢查，全方位提升產品安全管理能力。

Product Lifecycle Security Management System

Kingdee International places great emphasis on product security and has established a Secure-Software Development Lifecycle (S-SDLC) and a secure research and development operation and maintenance system (DevSecOps). Information security and privacy protection requirements are incorporated into design and development of our products. During the reporting period, we updated and revised the *Kingdee Product Security Management Measures*, strengthened the product security management framework, standardized product R&D management processes, enhanced the emergency response mechanism for security incidents, and improved product security oversight and inspection, comprehensively improving product security management capabilities.



信息安全培訓與宣貫

我們通過例行培訓、專項培訓、定期安全知識普及等方式，持續強化全體員工及合作夥伴的信息安全意識和能力，推動安全文化融入日常工作，提高整體安全防範能力。

例行培訓：每年開展全員信息安全意識培訓工作，持續提升員工安全防護意識。報告期內，我們開展全員信息安全意識培訓，全員學習完成率99.8%。

專項培訓：根據集團發展需求不定期開展信息安全專項培訓。報告期內，我們發佈《安全領航：打造安全產品的研發之旅》，對產品在研發過程中的安全活動要求及方法進行介紹，通過發佈《ERP安全防護與操作規範》課程，對實施和服務等崗位推廣學習並考試，提高產品實施和服務安全交付能力。

安全常識普及：針對信息安全最新態勢及管理需求，更新發佈《我是信息安全衛士》（包括資產安全）課程，要求新員工必修。報告期內，通過OA、終端安全管理軟件累計發佈安全小貼士、安全通告33篇以上，累計瀏覽量達3萬多次。

數據與隱私保護

我們相信，保障客戶和用戶的數據與隱私安全是金蝶與客戶之間建立信任和良好關係的基礎。當前金蝶已根據ISO/IEC 27701:2019、ISO/IEC 27018:2019、《中華人民共和國網絡安全法》《中華人民共和國電子商務法》《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》等國際標準與法律法規建立了完善的隱私與數據安全管理體系。我們制定併發布《數據安全及個人信息保護管理辦法》等數據安全與隱私保護制度，適用於所有相關業務與產品，確保各類數據處理活動的安全合規。

Information Security Training and Awareness

We continuously strengthen the information security awareness and capabilities of all employees and partners through routine training, specialized training, and regular security knowledge dissemination. This helps integrate security culture into daily work and improves overall security protection capabilities.

Routine Training: We conduct information security awareness training for all employees annually to continuously enhance their security protection awareness. During the reporting period, we conducted information security awareness training for all employees, with a 99.8% completion rate.

Special Training: We periodically conduct information security special training sessions according to the Group's development needs. During the reporting period, we launched the *Security Leadership: The Journey of Developing Secure Products* course, introducing security activities requirements and methods during the product development process. We also launched the *ERP Security Protection and Operation Guidelines* course, promoting learning and examinations for roles such as implementation and service to improve the ability to deliver secure products and services.

Security Knowledge Dissemination: To keep up with the latest trends and management requirements in information security, we updated and released the *I Am an Information Security Guardian* course (including asset security), which is mandatory for new employees. During the reporting period, over 33 security tips and security notices were published via OA and endpoint security management software, with a total of more than 30,000 views.

Data and Privacy Protection

We believe that safeguarding customer and user data and privacy is the foundation of building trust and strong relationships between Kingdee and our customers. Kingdee has established a comprehensive privacy and data security management system in accordance with international standards and legal regulations such as ISO/IEC 27701:2019, ISO/IEC 27018:2019, the *Cybersecurity Law of the People's Republic of China*, the *E-commerce Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and the *Personal Information Protection Law of the People's Republic of China*. We have developed and released the *Data Security and Personal Information Protection Management Measures*, and other privacy and data protection policies, which apply to all relevant business and products, ensuring the security and compliance of data processing activities.

保障用戶權利

為保障用戶能清楚了解個人信息的收集及處理方式，我們在集團官網及產品介面公示《隱私政策》⁴，清晰闡述我們如何收集、使用、保護個人信息，並提供了關於訪問、更正或補充、刪除個人信息的說明和指南。

用戶控制個人信息及數據的權利

User's Rights to Control Personal Information and Data

訪問 Access	除法律法規規定的例外情況外，用戶有權訪問個人信息。 Users have the right to access their personal information, except as otherwise provided by laws and regulations.
更正或補充 Correct or supplement	當用戶發現個人信息有誤時，有權要求更正和補充信息。 When users find that their personal information is incorrect, they have the right to request corrections or supplementation.
刪除 Deletion	用戶有權隨時要求刪除其個人信息與數據。 Users have the right to request the deletion of their personal information and data at any time.

此外，我們設有專門法務合規部門監督個人信息保護事宜，有關行使上述權利、隱私政策或隱私措施的相關問題，可通過個人用戶中心、郵箱、電話等渠道聯繫金蝶，我們將及時回應並回復用戶請求。

Protecting User Rights

To ensure users clearly understand how their personal information is collected and processed, we publicly display the *Privacy Policy*⁴ on the official website and product interfaces. This Policy clearly explains how we collect, use, and protect personal information and provides detailed instructions and guidelines on how users can access, correct, supplement, or delete their personal information.

Additionally, we have a dedicated legal compliance department to supervise personal information protection matters. For any issues related to the exercise of the above rights, Privacy Policy, or privacy measures, users can contact Kingdee via personal user center, email, or hotline, and we will respond to and address user requests promptly.

	金蝶個人用戶中心：one.kingdee.com Kingdee Personal User Center: one.kingdee.com
	個人信息保護負責人郵箱：Privacy@kingdee.com Email of the personal information protection officer: Privacy@kingdee.com
	客服聯繫電話：(0)4008-836-836 Customer service phone: (0) 4008-836-836



⁴ 《隱私政策》具體內容請於官網或產品介面查看
For the specific content of the *Privacy Policy*, please refer to the official website or product interface.

同時，針對數據安全的全生命週期，我們制定了全面、系統的數據安全保護原則和保護措施，確保數據在收集、存儲、傳輸、使用和處理以及刪除各環節的安全。

We have established comprehensive and systematic data security protection principles and measures to ensure the security of data throughout its entire lifecycle, including collection, storage, transmission, usage and processing, and deletion.

數據收集

Data Collection

安全保護原則：

最小化收集、自動合規化收集、明示授權、單獨同意、APP權限場景化申請。

重點保護舉措：

制定詳細的隱私政策，並定期對政策進行審閱與優化；

對涉及收集用戶個人信息的場景(如：用戶許可與註冊、帳號激活、故障診斷、售後服務等)進行詳細說明，並在用戶「閱讀並接受《隱私政策》」後才會展開信息收集；

提供自定義用戶隱私聲明管理功能，用戶可根據需求根據多種預置隱私聲明範本，制定個性化的隱私聲明。

Security Protection Principles:

Data Minimization, Automated Compliance Collection, Explicit Authorization, Separate Consent, Contextualized Application for APP Permissions

Key Protective Measures:

Develop a detailed privacy policy and periodically review and update it to ensure its relevance and effectiveness;

Users must be clearly informed about the scenarios involving the collection of their personal information. This information includes but is not limited to user licensing and registration, account activation, troubleshooting, after-sales service. Collection of relevant data should commence only after users have “read and accepted the Privacy Policy”;

Provide users with the ability to customize and manage Privacy Statements, allowing them to formulate personalized privacy declarations based on various preset templates.

數據存儲

Data Storage

安全保護原則：

敏感性數據加密、密碼帶鹽哈希、敏感個人信息默認加密、數據靜態脫敏、密鑰安全管理、數據存儲期限管理、數據備份管理、本地化存儲。

重點保護舉措：

除法律強制存留要求外，僅在達成隱私政策所述目的所需的期限內保留個人信息；

支持客戶為敏感字段設置數據留存週期；

採用高效數據備份和歸文件技術，確保數據的可靠性和可恢復性；

支持對個人信息、敏感個人信息、企業敏感數據等敏感字段進行加密存儲，採用AES256(高級加密標準)或SM(國密演算法)安全加密演算法；

採用基於RBAC(角色的訪問控制)擴展的權限控制模型，通過角色賦予用戶不同的權限；提供數據訪問控制機制，未經客戶的書面授權，不能登錄客戶的業務系統，無權訪問客戶的任何信息和數據。

Security Protection Principles:

Sensitive Data Encryption, Salted Password Hashing, Default Encryption for Sensitive Personal Information, Data Static Desensitization, Key Security Management, Data Storage Duration Management, Data Backup, Localized Storage

Key Protective Measures:

Retain personal information only for the period necessary to achieve the purposes outlined in the *Privacy Policy*, unless legally required to retain it.

Support customers in setting data retention periods for sensitive fields;

Use efficient data backup and archiving technologies to ensure data reliability and recoverability of stored information;

Sensitive fields such as personal information, sensitive personal information, and enterprise-sensitive data are encrypted using secure encryption algorithms, including AES-256 (Advanced Encryption Standard) or SM (National Encryption Algorithm);

An extended permission control model based on RBAC (Role-Based Access Control) is implemented to assign different access rights to users according to their roles. A data access control mechanism is in place to ensure that, without the customer’s written authorization, Kingdee cannot log in to the customer’s business system or access any of their data or information.

數據傳輸

Data Transmission

安全保護原則：

傳輸加密(HTTPS)、數據跨境合規、出境安全評估、出境安全認證、出境標準合同

重點保護舉措：

公有雲服務採用主流權威的商業數字證書和完善的證書管理系統，採用更安全的HTTPS 數據傳輸協議，使用SSL/TLS 加密方式，確保數據在互聯網中加密(非明文)傳輸。

Security Protection Principles:

Transmission Encryption (HTTPS), Cross-border Data Compliance, Cross-border Security Assessment, Cross-border Security Certification, Cross-border Standard Contract

Key Protective Measures:

Public cloud services use industry-leading commercial digital certificates and a robust certificate management system. Secure HTTPS data transmission protocol with SSL/TLS encryption ensures encrypted (non-plaintext) data transmission over the internet.

數據使用和處理

Data Usage and Processing

安全保護原則：

數據歸屬、數據訪問權限控制、敏感數據脫敏、數據使用範圍限制、數據外發限制、用戶畫像限制、個性化推薦合規、自動化決策影響、大數據安全管理、數據安全風險評估、個人信息保護影響性評估(PIA)、數據導出審批、第三方軟件/SDK 引入評估、第三方安全評估、簽訂保密協議、簽訂數據處理協議、最小化原則、數據公開披露限制、API介面訪問(禁止直連資料庫)

重點保護舉措：

標準預置隱私範本中包含脫敏方案，支持對敏感字段進行脫敏處理；

支持根據不同業務數據類型設置不同脫敏方案，或根據不同用戶設置不同隱藏顯示權限；

不從第三方收集個人隱私數據；

除法律要求，拒絕為完成交易/服務以外目的第三方提供個人隱私數據。

Security Protection Principles:

Data Ownership, Data Access Control, Sensitive Data Desensitization, Restrictions on Data Usage Scope, Restrictions on Data Dissemination, Limitations on User Profiles, Compliance with Personalized Recommendations, Impact of Automated Decision-making, Big Data Security Management, Data Security Risk Assessment, Personal Information Protection Impact Assessment (PIA), Data Export Approval, Third-party Software/SDK Introduction Evaluation, Third-party Security Assessment, Signing Confidentiality Agreement, Signing Data Processing Agreement, Minimization Principle, Restrictions on Data Disclosure, API Interface Access (Direct Database Connection is Prohibited)

Key Protective Measures:

Standard predefined privacy templates include data masking solutions and support desensitization of sensitive fields.;

Supports configuring different data masking strategies based on business data types or setting user-specific visibility and masking permissions;

No personal privacy data is collected from third parties;

Personal privacy data is not shared with third parties for purposes beyond transaction or service fulfillment, unless required by law.

數據刪除

Data Deletion

安全保護原則：

退租、到期數據清除、雲上數據刪除/匿名化處理、離職員工數據清除、雲上數據安全刪除(多次覆寫，加密數據、銷毀密鑰)、廢棄存儲介質安全銷毀。

重點保護舉措：

用戶提交帳號註銷申請後，在15天內完成核查與處理；

對數據進行定期清理和銷毀，降低安全風險。

Security Protection Principles:

Data Removal Upon Lease Termination or Expiration, Deletion/ Anonymization of Data on the Cloud, Data Removal for Departing Employees, Secure Deletion of Data on the Cloud (multiple overwrites, encryption of data, destruction of keys), Secure Disposal of Obsolete Storage Media.

Key Protective Measures:

User account deletion requests are reviewed and processed within 15 days;

Data is regularly cleaned up and destroyed to mitigate security risks.

51 以客戶為中心，長期堅持專業主義

Customer-Centric, Long-term Adherence to Professionalism 52

應急管理與事件回應

金蝶國際已建立「事前預防、事中回應、事後改進」的安全應急管理與事件回應體系，最大限度降低信息安全事件⁵對客戶及自身業務帶來的影響，確保各項安全運營工作高效、規範開展。

我們成立了產品安全與應急回應團隊(Product Security Incident Response Team)，負責相關安全事件及產品安全漏洞管理。同時，我們按照數據遭到篡改、破壞、泄露或者非法獲取、非法利用，對個人、組織合法權益造成的危害程度，將數據按行業慣例從低到高分為1至5級，分別採取對應的保護措施。

在應對突發隱私與數據安全事件方面，我們發佈《金蝶雲安全應急預案》，提升突發隱私與數據安全事件的應對能力。為驗證應急預案的有效性，提升相關人員的應急能力，我們每年開展2次數據泄露應急演練，1次數據恢復演練。此外，通過對現有安全態勢的分析和評估，我們不定期開展其他類型的隱私與數據安全應急演練。報告期內，我們開展11次信息安全事件應急演練，有效防範安全風險。

為提高信息安全事件處置效率，我們制定了《安全事件應急響應》流程，涵蓋從事件發現與上報、事件處置到總結改進的全流程，確保所有事件都能在第一時間得到有效應對，最大限度地降低對業務的衝擊和對用戶的影響。

控制影響：立即啟動安全應急程序，對信息安全事件進行確認和評估，判斷泄露範圍、可能造成的影響及潛在風險，並採取措施將事件隔離，防止更多敏感信息外泄。
Impact Control: Immediately activate the security emergency response protocol to confirm and assess the incident, determine the scope of the breach, potential impacts, and associated risks, and implement containment measures to prevent further leakage of sensitive information.

根除問題：成立專項小組開展事件調查，查明泄露原因；同時對受影響的客戶和合作夥伴進行風險提示，協調開展必要的補救措施。
Problem Eradication: Form a dedicated task force to investigate the incident and identify the cause of the breach. Notify affected customers and partners of potential risks, and coordinate appropriate remedial actions.

恢復業務：啟用備份系統；修復漏洞，恢復服務。
Business Recovery: Activate backup systems, patch vulnerabilities, and restore normal operations.

Emergency Management and Incident Response

Kingdee International has established a security emergency management and incident response system based on the principles of “prevention before incidents, response during incidents, and improvement after incidents”. This system is designed to minimize the impact of information security incidents⁵ on customers and business operations while ensuring that all security operations are conducted efficiently and in compliance with standards.

We have set up a Product Security Incident Response Team (PSIRT) responsible for managing security incidents and product security vulnerabilities. Additionally, based on industry best practices, we classify data into five levels (from low to high) according to the severity of harm caused to individuals or organizations due to data tampering, destruction, leakage, unauthorized access, or misuse, and implement corresponding protective measures for each level.

To improve our ability to respond to privacy and data security emergencies, we have issued the *Kingdee Cloud Security Emergency Response Plan* to strengthen our preparedness and handling capabilities. To verify the effectiveness of this plan and improve the emergency response capabilities of relevant personnel, we conduct two data breach emergency drills and one data recovery drill annually. Furthermore, based on the ongoing analysis and assessment of current security conditions, we conduct additional emergency drills as needed to address various types of privacy and data security risks. During the reporting period, we conducted 11 information security emergency drills, effectively mitigating security risks.

To improve the efficiency and effectiveness of information security incident handling, we have formulated the *Security Incident Emergency Response* process, which covers the entire lifecycle of an incident—identification and reporting, to resolution and post-incident review—ensuring timely and effective response, minimizing impact on business operations and users.



數據安全與隱私保護培訓

我們定期面向全體員工（包括兼職人員）開展數據安全與隱私保護培訓，持續提升員工在保護隱私與數據安全方面的意識和能力。報告期內，我們組織員工開展《網絡安全與數據合規》《產品安全漏洞風險暨生命週期管理》培訓，涵蓋全生命週期數據安全與隱私保護、信息安全事件回應流程及日常操作規範等內容，累計覆蓋350人，累計學習總時長700小時。

合作夥伴數據與隱私安全管理

我們將隱私與數據安全保護要求延伸至合作夥伴，要求合作夥伴、供應商簽署《金蝶數據安全承諾書》。合作商不得以任何直接或間接方式向第三方透露在合作期間獲得或知曉的金蝶及其關聯公司的任何數據和保密信息；未經金蝶或數據主體明確授權，不得緩存、竊取、泄露、濫用、非法向他人提供個人數據，不得對保密信息進行加工後還原成原始數據。相關服務涉及向金蝶提供或共享數據的，服務單位承諾數據來源合法合規，且在數據對外共享行為獲得相關數據權益方（包括數據主體）充分、合法授權的情況下方可進行相關操作。

我們每年對供應商與合作夥伴隱私數據安全管理遵守情況進行評估，確保合規。

Data Security and Privacy Protection Training

We regularly conduct data security and privacy protection training for all employees (including part-time employees) to continuously enhance awareness and capabilities in protecting privacy and data security. During the reporting period, we conducted training sessions on the *Cybersecurity and Data Compliance* and the *Product Security Vulnerability Risks and Lifecycle Management*, covering topics such as full-lifecycle data security and privacy protection, information security incident response processes, and daily operational guidelines. A total of 350 employees participated, with a cumulative learning time of 700 hours.

Partner Data and Privacy Security Management

We extend privacy and data security protection requirements to our partners by requiring them to sign the *Kingdee Data Security Commitment*. Partners and suppliers must not, under any circumstances, directly or indirectly disclose any data or confidential information of Kingdee and its affiliates obtained during the partnership to third parties. Without explicit authorization from Kingdee or the data subject, partners must not cache, steal, leak, misuse, or illegally provide personal data to others or process confidential information in a way that restores it to its original form. For services that involve data provision or sharing with Kingdee, the service provider must ensure that data sources are legal compliant. Data sharing with external parties must only be carried out with the full and legally authorization of the relevant data rights holders, including the data subjects.

We conduct annual assessments of our suppliers’ and partners’ compliance with privacy and data security requirements to ensure ongoing regulatory adherence.

Cybersecurity Protection

Kingdee International strictly complies with the *Cybersecurity Law of the People's Republic of China* and other relevant laws and regulations. We have established a comprehensive cybersecurity management system based on internationally recognized cybersecurity standards, formulating a series of policies such as the *Kingdee Management Measures for Internet Security Operation and Maintenance*, the *Information Security Manual for Kingdee's Employees*, and the *Kingdee IT Asset Management Measures* to ensure that cybersecurity-related operations are conducted in an orderly and efficient manner. During the reporting period, we revised the *Kingdee IT Asset Management Measures* to standardize IT asset operations and maintenance across the Group. The revised policy established a unified IT asset management system across the Group, significantly enhancing both the security and operational efficiency of IT asset usage.

⁵ 信息安全事件指任何可能破壞信息機密性、完整性或可用性的安全事故或異常行為，包括數據泄露、數據篡改、數據破壞、非法訪問、非法利用、網絡攻擊、惡意軟件感染等。
An information security incident refers to any security breach or abnormal activity that may compromise the confidentiality, integrity, or availability of information. This includes data leaks, data tampering, data destruction, unauthorized access, misuse of data, cyberattacks, and malware infections.

網絡安全防護措施

網絡安全漏洞掃描和攻防演練:至少每月開展一次網絡安全漏洞掃描,至少每年組織一次全網絡安全攻防演練。

網絡安全審計:每年開展一次內部網絡安全審計。報告期內,我們對金蝶雲·星空、金蝶雲·星瀚(蒼穹)、金蝶雲·星辰、精鬥雲、KIS雲、EAS cloud、我家雲、後勤服務中心、採購部、人力資源部、基礎運維部、法務部、信息安全部等部門開展網絡安全審核,共計發現38項輕微不符合項,均已整改完畢。

網絡安全應急防護:報告期內,針對不同類型的安全攻擊制定《網絡安全事件應急預案》,對常見的安全攻擊採取IP封禁、安全攻擊源遏制等手段控制,將產品遇到的常見攻擊場景納入安全應急演練。

網絡安全專項工作:每年制定網絡安全專項提升計劃。報告期內,在安全管理方面開展IT資產安全管理、安全流程業務標準化專項提升工作;在安全技術方面,開展優化部署服務器安全系統、漏洞掃描系統、網絡邊界防護加強、安全運營系統、新一代防病毒軟件等網絡安全強化工作。



Cybersecurity Protection Measures

Vulnerability Scanning and Attack-Defense Drills: We conduct cybersecurity vulnerability scans at least once a month and organize a full-scale cybersecurity attack-defense drill at least once a year.

Cybersecurity Audits: We conduct internal cybersecurity audits annually. During the reporting period, we performed cybersecurity audits for Kingdee Galaxy, Kingdee Constellation (Cosmic), Kingdee Stellar, Jingdou Cloud, KIS Cloud, EAS Cloud, MyHome Cloud, as well as the Logistics Service Center, Procurement Department, Human Resources Department, Department of Basic Operations and Maintenance, Legal Department, and Information Security Department. A total of 38 minor non-conformities were identified, all of which have been rectified.

Cybersecurity Emergency Protection: During the reporting period, we developed the *Cybersecurity Emergency Response Plan* to address various types of cyberattacks. In response to common threats, we implemented IP blocking, attack source containment, and other mitigation measures. Product-related common attack scenarios were also incorporated into emergency response drills to enhance preparedness.

Special Cybersecurity Initiatives: We formulate an annual cybersecurity enhancement plan. During the reporting period, security management initiatives focused on IT asset security management and the standardization of security process workflows. On the technical front, we strengthened cybersecurity capabilities by optimizing server security system deployment, enhancing vulnerability scanning systems, reinforcing network perimeter defenses, improving security operations systems, and implementing next-generation antivirus software.

2.2 世界一流的服務

金蝶國際貫徹「幫助客戶成功」的理念,建立完善的客戶服務體系和服務渠道,優化客戶需求回應機制,強化客戶投訴與信息安全管理,助力客戶成就不凡。

2.2.1 完善服務體系

更完善的服務渠道

金蝶國際已建立包括社區自助互助、智能客服、智能語音熱線、IM(Instant Messaging)專家支持、線上工單等5大客戶服務支持渠道,致力於為客戶提供高效、便捷、專業、全面的服務支持。

社區自助互助:「金蝶雲社區」為用戶提供自助互助式服務資源,包括社區互助問答、新手課堂、常見問題、產品使用課件、知識庫等。報告期內,社區總服務量達1.2億次,運營核心用戶300人,實現用戶互助問題解答率87%。

智能客服:我們推出線上智能客服機器人「金小蝶」,實時解答客戶疑問。報告期內,我們持續提升機器人線上實時問題解答能力,全年承接服務73萬人次,自助率達到43.4%。

智能語音熱線:我們提供智能語音服務支持,客戶可撥打熱線電話4008-836-836獲取及時響應。報告期內,我們重點提升語音AI問題受理服務能力,全年受理問題44萬人次,自助受理率達到79.7%。

IM專家支持:專家線上實時快速響應產品使用問題、業務諮詢等。報告期內,共受理客戶問題82萬人次,平均等待時長6.6分鐘。

線上工單:針對用戶在產品使用過程中遇到的應用諮詢類、數據及環境等技術問題,通過工單的形式提供支持。報告期內,我們加強工單響應及處理時效運營監控,工單平均響應時長縮短至3.5小時(同比減少18.4%),工單平均處理時長縮短至12.9小時(同比減少16.8%),滿意度98.6%(同比提升0.6個百分點)。

World-Class Services

Kingdee International upholds the philosophy of “Helping Customers Succeed” by establishing a comprehensive customer service system and diverse service channel, optimizing customer response mechanisms, and strengthening customer complaint and information security management to help customers achieve excellence.

2.2.1 Improvement of the Service System

More Comprehensive Service Channels

Kingdee International has established five major customer service support channels, including Community Self-service and Mutual Assistance, Intelligent Customer Service, Intelligent Voice Hotline, IM Expert Support Service, and an Online Work Order System, dedicated to providing efficient, convenient, professional, and comprehensive service support for customers.

Community Self-service and Mutual Assistance: The “Kingdee Cloud Community” offers users a range of self-service and mutual assistance resources, including peer Q&A forums, beginner courses, FAQs, product guides, and a knowledge base. During the reporting period, the community handled 120 million service interactions, with 300 active core users, and a user mutual assistance resolution rate of 87%.

Intelligent Customer Service: We launched and continuously improved our intelligent customer service chatbot “Jin Xiaodie”, which provides real-time responses to customer inquiries. During the reporting period, the chatbot served 730,000 users, achieving an automated resolution rate of 43.4%.

Intelligent Voice Hotline: We offer intelligent voice hotline (4008-836-836) support, enabling customers to receive timely support. During the reporting period, we enhanced the AI's inquiry handling capabilities, serving 440,000 calls with a self-service resolution rate of 79.7%.

IM Expert Support Service: Our expert support team provides real-time support for product usage issues and business consultations. During the reporting period, we supported 820,000 customer inquiries, with an average wait time of 6.6 minutes.

Online Work Order System: Users can submit tickets for application-related support, data-related issues, and technical environment concerns encountered while using our products. During the reporting period, we enhanced ticket response and resolution monitoring, reducing the average ticket response time to 3.5 hours (a decrease of 18.4% YoY) and the average resolution time to 12.9 hours (a decrease of 16.8% YoY), achieving a customer satisfaction rate of 98.6% (up 0.6% YoY).

更高效的服務機制

金蝶國際持續完善客戶需求響應與問題處理機制，制定《金蝶客戶工單處理管理辦法》《金蝶產品故障按燈響應處理辦法》，將客戶反饋問題進行分級分類處理，提高客戶問題的處理質量和效率。報告期內，我們優化ITR—工單處理和故障按燈流程，上線服務交付平台共享工單池，並在分支機構試點故障按燈。此外，我們開展流程CT檢查，上線應用支持人效分析看板及應用支持績效看板，保障流程適用性和有效性。

More Efficient Service Mechanisms

Kingdee International continuously improves our customer demand response and issue resolution mechanisms through the formulation of the *Kingdee Customer Work Order Processing Management Measures* and the *Kingdee Product Fault Light Response Protocol*. Customer-reported issues are categorized and prioritized to enhance the quality and efficiency of issue resolution. During the reporting period, we optimized the ITR work order and fault alert response processes, launched a shared work order pool on the service delivery platform, and piloted the fault alert system in selected branch offices. Additionally, we conducted process CT inspections and launched dashboards for application support efficiency analysis and performance monitoring, ensuring the suitability and effectiveness of our processes.

截至報告期末 As of the end of the reporting period	人工在線服務會話量約82萬，平均等待時長6.6分鐘，問題解決率89.1%（同比提升0.8個百分點），滿意度97.4%（同比提升0.4個百分點）	工單服務量109萬，平均響應時長3.5小時，響應及時率97.6%（同比提升8.5個百分點），滿意度98.6%（同比提升0.6個百分點）
	Total number of human-assisted online service sessions reached approximately: 820,000 , with an average wait time of 6.6 minutes, an issue resolution rate of 89.1% (up 0.8% YoY), and a customer satisfaction rate of 97.4% (up 0.4% YoY).	Total number of work order service volume: 1.09 million, with an average response time of 3.5 hours, a response timeliness rate of 97.6% (up 8.5% YoY), and a customer satisfaction rate of 98.6% (up 0.6% YoY).

2.2.2 優化服務體驗

客戶服務體驗測量體系

為了解用戶對全生命週期服務體驗的評價，我們構建用戶全旅程體驗評測體系，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（包括但不限於從搜索、諮詢、試用，到商務洽談、驗收、反饋支持等全旅程20個觸點）設計一系列指標並持續跟蹤，持續了解我們提供的服務與客戶期望之間的差距，找到關鍵觸點和機會，不斷實施用戶體驗改進策略。

2.2.2 Enhancing the Service Experience

Customer Service Experience Measurement System

To assess customer feedback on full-lifecycle service experiences, we have established a user journey experience evaluation system that combines both subjective and objective evaluations. This system is designed around 20 key touchpoints throughout the user journey — including, but not limited to, search, consultation, trials, business negotiations, acceptance, and post-service support,— with a series of indicators developed and continuously monitored at each stage. By identifying gaps between the services we provide and customer expectations, we can pinpoint critical touchpoints and improvement opportunities, and continuously implement strategies to enhance the user experience.

截至報告期末 As of the end of the reporting period	全旅程觸點平均滿意度為： 93.4%	累計參與評價用戶數： 303,998
	Average satisfaction across all touchpoints of the user journey:	Cumulative number of users participating in evaluations:

客戶投訴處理

針對客戶投訴，我們制定《金蝶客戶投訴管理辦法》，明確客戶投訴的定義、處理原則和處理方法。報告期內，我們對投訴處理流程進行優化，進一步優化及完善投訴管理制度。投訴渠道方面，客戶可通過 400 售後熱線、售後線上服務、「徐少春個人號」等進行投訴。

Customer Complaint Handling

To address customer complaints, we have formulated the *Kingdee Customer Complaint Management Regulations*, which clearly define the scope, handling principles, and procedures for handling complaints. During the reporting period, we further optimized the complaint handling process and further refined the overall complaint management system. Customers can lodge complaints through various channels, including the 400 after-sales service hotline, the online after-sales service platform, and the Xu Shaochun's Personal WeChat official account.

報告期內 During the reporting period	共收到客戶有效投訴 123 宗，同比下降 43% 。
	Total number of valid customer complaints: 123 cases, a decrease of 43% YoY.

2.2.3 客戶信息安全保護

金蝶國際高度重視客戶、用戶的個人數據隱私保護，制定《金蝶客戶成功陽光服務規範》《金蝶客戶工單處理規範及操作指引》，明確保護客戶及用戶敏感信息的業務規範，並在集團官網和產品使用介面公示《隱私政策》，幫助客戶和用戶了解數據的收集和處理方式。報告期內，我們持續優化服務系統信息安全保護措施，優化工單系統，隱藏用戶個人敏感信息。

2.2.3 Customer Information Security Protection

Kingdee International places great importance on the protection of customer and user personal data privacy. We have established the *Kingdee Customer Success Sunshine Service Standards* and the *Kingdee Customer Work Order Handling Standards and Operation Guidelines*, which clearly define business protocols for protecting customer and user sensitive information. We also publish our *Privacy Policy* on the official website and within product interfaces to ensure customers and users understand how their data is collected and processed. During the reporting period, we continued to strengthen security measures in our service systems, including enhancements to the work order system to mask users' personal sensitive information.

服務開始前:服務人員進行可能影響客戶系統、業務正常運行的高風險操作前，需事前與客戶溝通並告知風險，取得客戶授權同意後方可進行服務。

Before Service Begins: Prior to performing any high-risk operations that may affect the normal functioning of a customer's system or business, service personnel must clearly communicate the associated risks to the customer and obtain explicit authorization before proceeding.

服務過程中:禁止使用非金蝶官方遠程軟件（如QQ、微信等社交遠程工具）與客戶建立遠程連接，對遠程操作介面進行截屏、錄屏，禁止隨意修改、刪除、複製、導出客戶數據等。

During the Service Process: It is strictly prohibited to use non-Kingdee official remote communication tools (e.g., QQ, WeChat, or other social remote software) to establish remote connections with customers. Service personnel are also forbidden from taking screenshots, recording screens, or arbitrarily modifying, deleting, copying, or exporting customer data.

服務結束後:禁止使用客戶敏感信息進行知識、案例編寫並傳播，服務結束應主動提醒客戶及時修改帳號、密碼，並主動告知客戶後續注意事項等。

After Service Completion: Service personnel are prohibited from using customer-sensitive information for knowledge sharing, case studies, or internal/external dissemination. Upon service completion, they should proactively remind customers to promptly update their account passwords and inform them of relevant follow-up security precautions.

2.3 世界一流的交付World-Class Delivery

高質量交付是客戶信任的基石，也是客戶滿意的關鍵。金蝶國際秉持「哪有交付，就是做人」的哲學理念，圍繞項目激活、需求藍圖、構建測試、上線驗收等關鍵階段，制定系統化的指導原則與質量標準，並通過文化引導與制度約束雙軌機制，確保項目交付質量，提升客戶信任度與滿意度。

項目啟動:世界一流, 共創共贏

信守承諾, 明確目標定位、資源規劃, 追求世界一流品質, 與客戶同心同力共贏交付。

需求藍圖:洞察真需求, 解決真問題

以客戶為中心, 聆聽、挖掘、洞察、引領並超越客戶真需求, 以世界一流的行業業務方案, 解決客戶真問題。

構建測試:技術領先, 品質卓越

採用最優解決方案進行產品配置與開發, 用世界一流的工作品質, 贏得客戶信任。

上線驗收:價值交付, 行業燈塔

解決客戶真問題, 提升客戶核心競爭力, 實現價值交付, 樹立行業數字化轉型標杆。

High-quality delivery is the foundation of customer trust and the key to customer satisfaction. Kingdee International upholds the philosophy that “Delivery Reflects Integrity”, establishing systematic guidelines and quality standards across key project phases, including project initiation, requirement blueprinting, build and testing, and go-live acceptance. Through a dual approach of cultural reinforcement and institutional regulation, we ensure project delivery excellence, enhancing customer trust and satisfaction.

Project Initiation: World-Class Standards, Co-Creation, and Shared Success

Uphold commitments by clearly defining objectives and resource plans. Strive for world-class quality and achieve win-win delivery through close collaboration with customers.

Requirements Blueprint: Insight into Real Needs, Solution to Practical Problems

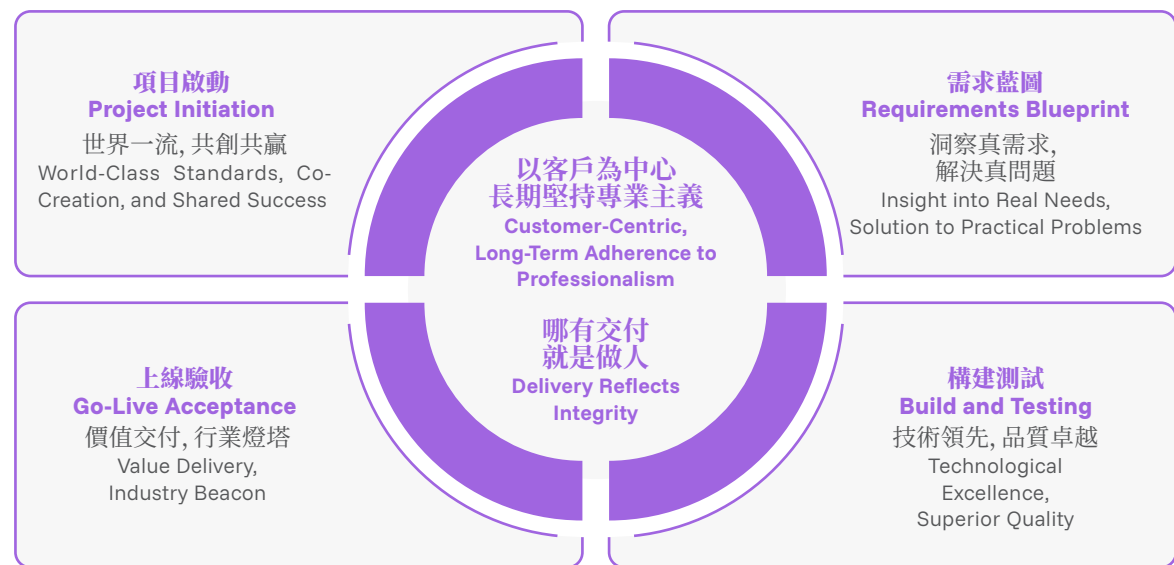
Adopt a customer-centric approach to listen, explore, and anticipate needs. Deliver world-class industry solutions that address real challenges and exceed customer expectations.

Build and Testing: Technological Excellence, Superior Quality

Utilize optimal solutions in product configuration and development, ensuring world-class quality and technical excellence to earn lasting customer trust.

Go-Live Acceptance: Value Delivery, Industry Beacon

Address core customer challenges, enhance competitive advantage, and deliver tangible value—setting a benchmark for digital transformation across the industry.



2.4 世界一流的生態World-Class Ecosystem

健康、友好、完善的生態是產業可持續發展的重要支撐。金蝶國際重視與生態合作夥伴的關係，致力於攜手政府單位、價值鏈企業、行業協會、客戶企業、高等教育主管機構、高校、同行企業、標準制定機構等利益相關方，推動數字化產業全價值鏈的可持續發展。

2.4.1 攜手夥伴共贏

共創共贏的生態合作夥伴體系

金蝶國際圍繞「平台+人財稅+生態」核心業務戰略，持續發展技術平台夥伴(TPP)、營銷服務夥伴(SSP)、專業服務夥伴(PSP)、獨立軟件開發商(ISV)、商業聯盟(BA)和院校聯盟(UA)等6類多樣化生態夥伴力量，以更好地觸達和服務客戶，為客戶數字化轉型提供更豐富、多樣的解決方案。

報告期內，我們新引入Ocean Base、海量數據、中國電子、字節跳動、電科金倉、滴滴企業版等10家戰略級夥伴，以及優客科技(YOKO)、雅可科技(YAKO)、AIW SOLUTIONS CO.,LTD等國際業務夥伴，並與上海異工同智、深圳喆雲、廣東傑諾、青島雨諾、陝西立邦、華磊迅拓等15家ISV夥伴達成蒼穹OEM版產品生態合作，進一步夯實集團的數字化服務能力。

A healthy, collaborative, and well-developed ecosystem is a vital pillar for sustainable development of the industry. Kingdee International values its relationships with ecosystem partners and is dedicated to working in close collaboration with stakeholders, including government agencies, value chain enterprises, industry associations, clients, education authorities, universities, industry peers, and standards-setting organizations to advance sustainability across the entire digital industry value chain.

2.4.1 Win-win Cooperation with Partners

An Ecosystem Partner System Featuring Win-win Cooperation

Guided by our core business strategy of “Platform + HR & Finance & Tax + Ecosystem”, Kingdee International continues to foster a diversified ecosystem composed of six key partner categories: Technology Platform Partners (TPP), Sales & Service Partners (SSP), Professional Service Partners (PSP), Independent Software Vendors (ISV), Business Alliances (BA), and University Alliances (UA). This comprehensive partner network enables us to better reach and serve customers, offering richer and more diverse solutions to support their digital transformation journeys.

During the reporting period, we successfully onboarded 10 strategic partners, including Ocean Base, Vastdata, CETC, ByteDance, KingBase, and Didi Enterprise. Additionally, we expanded our international partnerships, collaborating with YOKO Technology, YAKO Technology, and AIW SOLUTIONS CO.,LTD. Furthermore, 15 ISV partners—including Shanghai In-Road, Shenzhen Zheyun, Guangdong Jienor, Qingdao Romens, Shaanxi Linkpal, and ShenZhen OrBit System—joined our Cosmic OEM product ecosystem, further strengthening our digital service capabilities.



2024年，我們聚焦「AI、出海、信創」核心業務方向，積極攜手夥伴共創共贏。

AI方面，我們貫徹 ALL in AI 產品戰略，與百度智能雲、字節跳動、智譜、微軟、AWS、騰訊雲等頭部大模型廠商合作，用AI賦能全線產品，並在蒼穹峰會成功重磅發佈金蝶 Cosmic。

出海方面，我們攜手微軟、AWS、軟通動力等國際戰略夥伴，聯合成立「出海夥伴聯盟」，聚焦東南亞市場，積極部署新加坡節點，在出海合規、數據安全、本土經營，市場聯動等方面展開積極合作。

信創方面，我們積極融入華為鯤鵬生態，金蝶雲·蒼穹與星瀚完成鯤鵬原生開發技術認證，並獲得KUNPENG NATIVE證書。同時，金蝶旗下多款APP加入鴻蒙生態，基於HarmonyOS完成了原生應用開發並上架，為企業提供更加原生、流暢、智能、安全的體驗。

In 2024, we prioritized our core business strategies — AI, Global Expansion, and IT Application Innovation (ITAI) — while actively collaborating with partners to co-create value and achieve shared success.

AI: In alignment with our “ALL in AI” product strategy, we partnered with Baidu AI Cloud, ByteDance, Zhipu AI, Microsoft, AWS, and Tencent Cloud to integrate AI across our product portfolio. At the Cosmic Summit, we unveiled Kingdee Cosmic, a major AI-driven innovation.

Global Expansion: We joined forces with Microsoft, AWS, and iSoftStone to jointly launch the “Global Expansion Partner Alliance”, focusing on the Southeast Asian market. Key initiatives included setting up a Singapore node and collaborating in areas such as compliance, data security, localized operations, and coordinated market outreach.

ITAI: We actively integrated into Huawei Kunpeng ecosystem, with Kingdee Cosmic and Constellation obtaining Kunpeng Native Development Technical Certification and receiving the KUNPENG NATIVE certificate. Additionally, several Kingdee apps joined the HarmonyOS ecosystem, where they were developed and released as native HarmonyOS apps, providing enterprise users with a more seamless, intelligent, and secure digital experience.

案例：「共創共贏 邁向一流」2024年金蝶集團生態合作夥伴大會

Case: “Co-Creation and Shared Success, Advancing Towards Excellence” – 2024 Kingdee Group Ecosystem Partner Conference

2024年3月1日，以「共創共贏 邁向一流」為主題的2024年金蝶集團生態合作夥伴大會在重慶盛大舉行。大會現場彙集了來自中國工業互聯網研究院、香港創業創新研究院、微軟、軟通動力、德勤等多位行業專家與超過1,500位金蝶夥伴代表，共同探討數字經濟發展之道，分享助力企業數治成長的寶貴實踐經驗，擘畫雲生態新藍圖。

On March 1, 2024, the 2024 Kingdee Group Ecosystem Partner Conference was grandly held in Chongqing under the theme “Co-Creation and Shared Success, Advancing Towards Excellence”. The event gathered over 1,500 Kingdee ecosystem partners and industry experts from institutions such as the China Academy of Industrial Internet, Hong Kong Institute of Science & Innovation, Microsoft, iSoftStone, and Deloitte. The conference served as a platform for in-depth discussions on digital economy development, sharing valuable best practices in enterprise digital and intelligence transformation, and jointly envisioning a new blueprint for a robust and collaborative cloud ecosystem.



夥伴賦能

為提升生態夥伴的發展能力，使其更好地融入到我們的業務體系中，形成互信共贏的夥伴力量。我們定期開展生態夥伴賦能活動，提供線下集中訓練營、線上社群培訓營及自主學習的賦能培訓項目，為生態夥伴總經理、銷售、解決方案顧問、實施顧問、研發、市場、

Partner Empowerment

To enhance the development capabilities of ecosystem partners and help them integrate into our business system, fostering mutual trust and shared success, we regularly conduct partner empowerment initiatives. These include offline intensive training camps, online community training programs, and self-learning enablement projects. We provide professional capability development for partners’ general managers, sales, solution

服務、客戶成功、運營等人員開展專業能力賦能，涵蓋各領域方法論、行業解決方案、產品知識、實操演練、優秀經驗分享、公司經營、政策制度等內容，幫助生態合作夥伴提升綜合能力。

報告期內，累計面向全體營銷服務夥伴開展線下賦能訓練營共114場，內容涉及夥伴總經理商學院、方舟計劃、破繭成蝶及旗艦版專場等，覆蓋夥伴5,400+人；線上賦能共107場，覆蓋夥伴24,450人；累計面向獨立軟件開發商舉辦15期線上金蝶生態大講堂，覆蓋夥伴13家，線上觀看6,800+人次。

我們根據集團自有任職標準模型為生態夥伴構建技能資格認證體系，作為評估夥伴顧問基礎專業能力的標準之一，認證角色涵蓋實施顧問、應用開發者、應用支持顧問、客戶成功經理等專業崗位。

consultants, implementation consultants, R&D teams, marketing teams, service teams, customer success teams, and operations teams. The training covers methodologies, industry solutions, product knowledge, hands-on exercises, best practice sharing, business operations, and policy guidelines, supporting ecosystem partners in enhancing their overall competencies.

During the reporting period, we conducted a total of 114 offline empowerment training camps for all sales and service partners, covering programs such as the Partner General Manager Business School, Ark Program, Breaking the Cocoon to Become a Butterfly, and Flagship Edition Special Sessions, reaching 5,400+ partners. Additionally, we held 107 online empowerment sessions, covering 24,450 partners. For Independent Software Vendors (ISVs), we organized 15 online Kingdee Ecosystem Masterclass sessions, reaching 13 ISV partners with 6,800+ online views.

We have also developed a skills certification system for ecosystem partners based on Kingdee’s internal job competency standards. This certification serves as a benchmark for evaluating the fundamental professional abilities of partner consultants, covering roles such as implementation consultants, application developers, application support consultants, and customer success managers.

截至報告期末
As of the end of the reporting period

通過系列賦能活動，全年新增夥伴顧問認證**6,500**人次，新增認證人次增長率**200%**，其中星瀚6.0版本**1,189**人次、星空旗艦版**1,600**人次。

Through a series of empowerment programs, a total of **6,500** new partner consultant certifications were issued throughout the year, representing a **200%** growth in certifications. **1,189** certifications were for the Constellation 6.0 version and **1,600** certifications for the Galaxy Flagship version.

2.4.2 引領行業發展

金蝶國際深知行業的可持續發展離不開產業鏈協同。我們深耕中國管理模式研究，賦能數字化人才發展，參與行業標準制定，推動行業邁向可持續、高質量發展。

中國管理模式研究

管理軟件不僅是工具，更是企業管理思想的沉澱，是企業生產、治理體系的總結。作為國內最早開發企業管理軟件的企業之一，我們深知適用於中國本土企業的管理思想對產業發展的重要性。2006年，集團董事會主席徐少春先生首次提出「中國管理模式」概念；2008年，中國管理現代化研究會與金蝶國際聯合國內知名管理學院發起「中國管理模式傑出獎」，至今已連續組織17屆傑出獎遴選及14屆中國管理·全球論壇，為推動中國管理模式的研究和發展貢獻了重要力量。

2.4.2 Leading Industry Development

Kingdee International fully recognizes that the sustainable development of the industry relies on collaboration across the entire value chain. We are deeply engaged in China Management Model Research (CMMR), committed to empowering the development of digital talent, participating in the formulation of industry standards, and promoting high-quality, sustainable growth for the industry.

China Management Model Research (CMMR)

Management software is not just a tool—it embodies business management philosophies and summarizes enterprise production and governance systems. As one of the earliest developers of enterprise management software in China, we fully recognize the importance of management philosophies tailored to local enterprises in driving industry development. In 2006, Mr. Xu Shaochun, Chairman of the Board of Kingdee Group, first proposed the concept of the “Chinese Management Model.” In 2008, the China Association for Modern Management Studies and Kingdee jointly launched the “Outstanding Award for China Management Model”. To date, 17 award selection events and 14 editions of the Chinese Management • Global Forum have been held, contributing significantly to the research and advancement of the Chinese management model.

憑藉在推動中國管理模式創新與發展方面的卓越貢獻，徐少春先生榮獲第九屆中國管理科學學會管理科學獎「特殊貢獻獎」。

For his outstanding contributions to the innovation and development of China Management Models, Mr. Xu Shaochun was honored with the “Special Contribution Award” at the 9th Management Science Award presented by the China Management Science Society.



案例：「數智驅動 價值成長」第十四屆中國管理·全球論壇成功舉辦

Case: “Digital Intelligence-Driven Value Growth” – 14th China Management Global Forum Successfully Held

10月25日，第十四屆中國管理·全球論壇暨第十七屆中國管理模式傑出獎頒獎盛典在無錫成功舉辦，數百位知名學者、企業家參加齊聚一堂，共話「數智驅動 價值成長」，探索AI新時代背景下中國管理模式創新。

本次大會特別邀請到群決策信息系統、商業智能（BI）和新能源信息學領域奠基人之一，管理信息學會原主席理查德·沃森（Richard Watson），分享題為《推動增長的資本創造視角》的主題演講。

論壇現場重磅揭曉了2024年中國管理模式傑出獎年度三大榜單：「中國管理模式傑出獎」「中國管理模式創新獎」和「中國數字化突破實踐獎」。



On October 25, the 14th China Management Global Forum and the 17th China Management Model Excellence Award Ceremony were successfully held in Wuxi, bringing together hundreds of renowned scholars and business leaders. Centering the theme “Digital Intelligence-Driven Value Growth”, the forum explored innovations in China Management Models in the AI era.

The event featured a keynote speech by Richard Watson, a founding figure in Group Decision Support Systems, Business Intelligence (BI), and New Energy Informatics, and former President of the Association for Information Systems. He delivered a speech titled “A Capital Creation Perspective on Driving Growth”.

During the forum, the 2024 China Management Model Excellence Awards were unveiled, including the “China Management Model Excellence Award”, the “China Management Model Innovation Award”, and the “China Digital Breakthrough Practice Award”.

助力數字化人才建設

人才是推動產業變革的核心動力。作為專注於為企業提供數字化轉型方案的SaaS服務商，我們不斷總結和提煉服務實踐中的經驗與能力。通過校企合作、賽事賦能和職場人才培養三大路徑，貫通「高校—職場」人才培養鏈路，依託金蝶在產學研教融合方面的優勢，持續為產業培育更多數字化人才。

Empowering Digital Talent Development

Talent is the driving force behind industrial transformation. As a SaaS provider dedicated to enterprise digital transformation solutions, we continuously refine our service practices and expertise. Through university-enterprise collaboration, competitions, and workplace talent development, we build a seamless “university-to-workplace” talent pipeline, leveraging Kingdee’s strengths in integrating industry, academia, and research to cultivate more digital talent for the industry.

產教融合人才培養

報告期內，通過參與教育部產學合作項目，公佈立項149個產學合作協同育人項目和53個產學合作就業育人項目，經費支持超過100萬元；為數萬名師生培訓數字技能，幫助近1,000名學生進入企業數字化職業。

Industry-Academia Integration for Talent Development

During the reporting period, through our participation in the Ministry of Education’s Industry-Academia Collaboration Program, we initiated 149 collaborative education projects and 53 employment-oriented cooperation projects, with over RMB 1 million in funding support. We provided digital skills training to tens of thousands of students and teachers, helping nearly 1,000 students embark on careers in enterprise digitalization.

報告期內產教融合重要工作成果

Major Outcomes of Industry-Academia Collaboration in 2024

- 與復旦大學、華科技大學、東南大學、四川大學、中南大學等516所學校合作，開設54門數字化實踐能力課程、共建102個實驗室和實訓基地，累計開課達1,548班次，為超40,000名學生提供學習服務，並幫助1,000多名高校教師提升數字化實踐教學水平；
- 搭建「金效招」平台，專注數字化人才校招輸送，為服務企業數字化能力構建，提供從財會、供應鏈、生產製造、HR管理到實施交付、應用開發、IT運維的高素質學生人才。
- We collaborated with 516 universities, including Fudan University, Huazhong University of Science and Technology, Southeast University, Sichuan University, and Central South University to develop 54 digital practice courses and establish 102 laboratories and training bases. We conducted 1,548 class sessions, providing learning opportunities for over 40,000 students and supporting more than 1,000 university professors in enhancing their digital teaching skills.
- We launched the “Kingdee Recruitment” platform, dedicated to the campus recruitment and delivery of digital talents. To help enterprises build their digital capabilities, we supply high-quality students for positions in finance, supply chain, manufacturing, HR management, implementation and delivery, application development, and IT operations.

案例：第六屆金蝶雲·蒼穹追光者開發大賽 x 第十三屆「中國軟件杯」金蝶賽道

Case: The 6th Kingdee Cosmic “Chasing Light” Developer Competition x the 13th “China Software Cup” Kingdee Track

「中國軟件杯」大學生軟件設計大賽（簡稱「大賽」）是由工業和信息化部、教育部和江蘇省人民政府共同創辦的面向中國高校在校學生（含高職）的純公益性軟件設計大賽。大賽自2011年啟動已經連續成功舉辦十三屆，在政、產、學、研界均取得了良好反響，受到社會各界的廣泛關注。

2024年，第十三屆「中國軟件杯」大學生軟件設計大賽，金蝶繼續作為大賽的出題企業和支持單位，面向廣大院校開發者，基於金蝶雲·蒼穹PaaS平台開設AI相關賽道「金蝶雲蒼穹追光者開發大賽」。大賽吸引了來自全國289所高校的897支隊伍參賽，成為本屆「中國軟件杯」中參賽隊伍最多的賽道，經過校企專家嚴格的篩選與評審，最終61支隊伍脫穎而出，榮獲國家級獎項！



The “China Software Cup” College Student Software Design Competition (the “Competition”) is a public-benefit competition founded by the Ministry of Industry and Information Technology, the Ministry of Education, and Jiangsu Provincial People’s Government for students enrolled in Chinese colleges and universities (including higher vocational schools). The Competition has been successfully held for 13 consecutive years since its launch in 2011, and has gained widespread recognition across government, industry, academia, and research sectors, attracting significant public attention.

In 2024, as part of the 13th China Software Cup, Kingdee continued its role as a question-setting enterprise and supporting organization, launching the “Kingdee Cosmic Chasing Light Developer Competition”—an AI-focused track based on the Kingdee Cosmic PaaS platform. The Competition attracted 897 teams from 289 colleges and universities across China, making it the most participated track in this year’s competition. After rigorous selection and evaluation by university and enterprise experts, 61 teams emerged as winners, earning national-level awards.

助力職場人士數字化能力提升

我們面向職場人士開辦金蝶顧問學院，作為數字化顧問教育與培訓機構，致力於向行業客戶提供全面的企業管理解決方案和技能培訓。學院以我們自研軟件產品為依託，採用線上、線下相結合的靈活教學模式，專注於財務管理、供應鏈管理、人力資源管理和企業級ERP等應用技術類培訓。報告期內，金蝶雲私塾面向職場人士開展12場培訓服務，覆蓋人員167人，100%通過考核並獲得認證。

Enhancing Digital Capabilities for Professionals

We have established the Kingdee Consultant Academy, a digital consultant education and training institution, dedicated to providing industry clients with comprehensive enterprise management solutions and skills training. Leveraging our self-developed software products, the academy adopts a flexible online and offline blended learning model, focusing on financial management, supply chain management, HR management, and enterprise-level ERP application technologies. During the reporting period, Kingdee Cloud Private Academy conducted 12 training sessions for professionals, covering 167 participants, all of whom successfully passed the assessment and obtained certification.

金蝶雲社區
Kingdee Cloud Community

金蝶雲社區是金蝶國際面向用戶、開發者、合作夥伴及行業專家打造的一個開放、共享的產業互聯網生態平台。社區集知識分享、技術交流、資源共享與協同創新於一體，旨在為創見者提供全方位的支持，推動行業數字化轉型與生態共建。

Kingdee Cloud Community is an open and shared industrial internet ecosystem platform designed for users, developers, partners, and industry experts. The community integrates knowledge sharing, technical exchange, resource collaboration, and co-innovation, aiming to provide comprehensive support for innovators while advancing industry digital transformation and ecosystem development.



2.4.3 可持續供應鏈管理

金蝶國際將可持續發展理念融入供應鏈管理中，強化供應鏈抗風險能力，構建更綠色和具有韌性的供應鏈。我們制定《金蝶供應商CSR行為準則》，全面規範供應商在勞工權益保護、職業健康與安全、環境保護及商業道德等方面的管理與實踐，推動供應商ESG水平持續提升。

2.4.3 Sustainable Supply Chain Management

Kingdee International integrates sustainability principles into our supply chain management, strengthening supply chain resilience and building a greener, more sustainable, and resilient supply chain. We have formulated the *Kingdee CSR Code of Conduct for Suppliers*, which outlines comprehensive guidelines for suppliers in areas such as labor rights protection, occupational health and safety, environmental protection, and business ethics, driving continuous improvement in suppliers' ESG performance.

金蝶供應商CSR行為準則 Kingdee CSR Code of Conduct for Suppliers

勞工權益保護
Labor Rights Protection



- 不得容忍任何形式的就業歧視，並且必須能夠證明其如何對員工的平等與公平待遇進行監督；
Any form of employment discrimination is strictly prohibited. Suppliers must demonstrate how they monitor and ensure equal and fair treatment of employees;
- 杜絕使用童工，禁止強迫勞動；
Child labor and forced labor are prohibited.
- 遵守工資、工時及福利法規，確保薪資不低於當地最低標準；
Suppliers must comply with wage, working hours, and benefits regulations, ensuring salaries meet at least the local minimum wage standards;
- 尊重並維護員工尊嚴，禁止任何形式的騷擾和暴力行為；
Employee dignity must be respected and protected. Any form of harassment or violence is strictly prohibited;
- 尊重員工自由組建和參加工會及集體談判的權利。
Suppliers must respect employees' rights to form and join trade unions and participate in collective bargaining.

職業健康與安全 Occupational Health and Safety 	• 為員工提供健康與安全的工作環境，識別、評估並最大限度降低工作環境中的危害因素，防止事故及職業病； Suppliers shall provide a safe and healthy working environment, identifying, assessing, and minimizing occupational hazards to prevent accidents and work-related illnesses; • 定期向員工提供健康檢查與培訓，按照法規要求配備應急設施與器材； Suppliers shall conduct regular health check-ups and training for employees; emergency facilities and equipment must be in place in accordance with legal requirements. • 建立安全組織架構與應急小組，制定應急預案，開展應急預案演練。 Suppliers shall establish a safety management structure and emergency response team, formulate emergency plans, and conduct emergency drills.
環境保護 Environmental Protection 	• 遵守環境相關法律法規，獲取必要的環境許可證和/或其他批准文件； Suppliers must comply with all applicable environmental laws and regulations, and obtain all necessary environmental permits and approvals; • 提高能源與資源使用效率，合理處置廢棄物，減少污染物排放； Suppliers shall improve energy and resource efficiency, properly dispose of waste, and reduce pollutant emissions; • 嚴格遵守禁止或限制特定物質的適用法律法規和客戶要求，確保產品符合綠色環保要求； Suppliers must comply with applicable laws and customer requirements regarding restricted substances to ensure environmentally compliant products; • 制定突發環境事件預案，組織應急演練，確保環境安全； Suppliers shall develop emergency response plans for environmental incidents, conduct regular emergency drills, and ensure environmental safety; • 實施減少能源消耗和溫室氣體排放的措施，推行清潔生產，鼓勵對能源消耗和溫室氣體排放進行核算。 Suppliers shall implement measures to reduce energy consumption and greenhouse gas emissions, promote clean production, and encourage carbon footprint accounting.
商業道德 Business Ethics 	• 遵守所適用的法律法規，誠信經營，禁止造假和欺瞞行為； Suppliers must comply with applicable laws and regulations, uphold integrity in business practices, and prohibit fraudulent or deceptive behavior; • 不得從事損害金蝶利益的不道德或不誠信行為，避免自利交易或利益衝突； Any unethical or dishonest behavior that harms Kingdee's interests is strictly prohibited. Suppliers must avoid self-dealing or conflicts of interest; • 不得容忍任何形式貪污、賄賂、腐敗行為； All forms of corruption, bribery, and embezzlement are strictly prohibited; • 尊重知識產權，採取有效措施保護金蝶知識產權，防止侵犯他人權益； Suppliers shall respect intellectual property rights, take effective measures to protect Kingdee's intellectual property, and avoid infringing on others' rights; • 遵守保密義務與數據合規要求，妥善保管金蝶及客戶信息； Suppliers must comply with data protection regulations and confidentiality obligations, and safeguard Kingdee and customer information; • 遵守公平競爭、反壟斷與反托拉斯法，執行公平交易、公告和競爭的標準。 Suppliers must comply with fair competition, anti-monopoly, and antitrust laws, and uphold fair trade, disclosure, and competition standards.

供應商ESG管理

金蝶國際針對供應商實行分類分級管理，我們在供應商准入、績效評估等方面對供應商ESG管理和實踐進行動態跟蹤和管控。

Supplier ESG Management

Kingdee International adopts a classified and tiered supplier management approach, dynamically tracking and monitoring supplier ESG practices across the entire lifecycle—from admission and performance evaluation to ongoing supervision.

本集團根據「對集團的重要性」和「市場環境」將供應商分為重要供應商、標準供應商、零星供應商、臨時供應商四類，針對不同類別供應商實施相應的管理策略。2024年，本集團共有供應商1,183家⁶，其中重要供應商共149家。

Based on “strategic importance to the Group” and “market conditions”, the Group categorizes suppliers into four types: significant suppliers, standard suppliers, occasional suppliers, and temporary suppliers, implementing tailored management strategies for each category. In 2024, the Group had a total of 1,183 suppliers⁶, including 149 significant suppliers.

⁶ 供應商數量指截至2024年12月31日，與本集團保持合作關係的供應商。
The number of suppliers refers to those who maintained a cooperative relationship with the Group as of December 31, 2024.

供應商准入

金蝶國際設立了明確的供應商選擇標準，在准入階段，我們將對供應商運營情況與可持續性進行審核，審核通過後才能成為金蝶供應商。所有供應商必須簽署供應商准入資料、供應商註冊及准入協議，其中內容包含《供應商CSR行為準則》《陽光合作承諾書》《保密承諾書》《利益衝突調查表》等。截至報告期末，合作供應商《供應商CSR行為準則》或相關準則、《陽光合作承諾書》簽署率達100%。

Supplier Admission

Kingdee International has established clear and rigorous criteria for supplier selection. During the admission phase, we assess suppliers' operational status and sustainability performance, and only those who pass the review may be formally onboarded as Kingdee suppliers. All suppliers are required to sign the Supplier Admission Documents and the Supplier Registration and Admission Agreement, which include the *Kingdee CSR Code of Conduct for Suppliers*, the *Letter of Commitment to Anti-Corruption Cooperation*, the *Confidentiality Commitment*, and the *Conflict of Interest Disclosure Form*. As of the end of the reporting period, the signing rate for *CSR Code of Conduct for Suppliers* or equivalent guidelines and the *Letter of Commitment to Anti-Corruption Cooperation* among cooperating suppliers reached 100%.

截至報告期末 As of the end of the reporting period	供應商總數： Total number of suppliers:	簽署《供應商CSR行為準則》 或相關準則的供應商比例： Proportion of suppliers who have signed the <i>CSR Code of Conduct for Suppliers</i> or relevant guidelines:
	重要供應商數量： Number of significant suppliers:	簽署《陽光合作承諾書》 的供應商比例： oportion of suppliers who have signed the <i>Letter of Commitment to Anti-Corruption Cooperation</i> :

持續ESG風險監控

我們對供應商日常ESG表現進行監控，將供應商在ESG方面出現的重大事件記錄到《供應商異常事件記錄》表中，嚴重程度影響其最終年度考核績效成績；對於違反《陽光合作承諾書》《金蝶供應商CSR行為準則》等協議的供應商給予凍結處罰，直至整改完畢且凍結期滿 1 年後方可重新申請成為新供應商。

Ongoing ESG Risk Monitoring

We conduct regular monitoring of suppliers' ESG performance and systematically recorded significant ESG-related incidents in the *Supplier Incident Log*. The severity of these incidents impacts the supplier's annual performance evaluation. Suppliers who violate the *Letter of Commitment to Anti-Corruption Cooperation* or the *Kingdee CSR Code of Conduct for Suppliers* are subject to account suspension. Reinstatement is only considered after the supplier has completed all necessary corrective actions, and only after a one-year suspension period has passed. Reapplication is then treated as a new supplier admission process.

Supplier Performance Evaluation

Kingdee conducts annual performance evaluations for significant and standard suppliers, assessing quality, service, delivery punctuality, cost, and overall business strength. A blacklist mechanism is also in place, serving as a veto factor for suppliers with serious violations. Evaluation outcomes are used as key references for decisions on future collaboration.

Each year, Kingdee selects outstanding suppliers from those participating in the performance evaluation and presents awards. Through this initiative, Kingdee leverages its brand influence not only to recognize suppliers who have performed outstandingly in ESG practices but also to foster a culture of continuous improvement and encourage ESG advancement throughout the supply chain.

供應商培訓與溝通

金蝶國際通過生態合作夥伴大會、日常合作交流、郵件等渠道與供應商保持緊密溝通，確保《金蝶供應商CSR行為準則》等要求有效傳達。我們不定期面向供應商開展商業道德、數據合規、信息安全與隱私保護等方面的培訓與宣貫，與供應商交流經驗，推動供應商可持續發展管理能力的持續提升。

綠色採購

金蝶國際將綠色、低碳理念融入日常行政物料、雲服務、IT設備以及空調、馬桶等用水用能設備採購過程中，期望通過綠色採購實踐將環保理念傳遞給上游供應商，從而推動整個產業鏈的綠色低碳升級。

行政物料: 優先購買可再生打印紙、可再生衛生紙；採購辦公桌椅時，將供應商環保資質、證書作為准入條件，辦公桌椅等必須達到國標E0級別環保要求。

雲服務: 在價格、功能、性能、服務支持等指標滿足要求的基礎上，將單位算力能耗、碳排放等指標納入考慮。

IT設備: 結合項目情況綜合考察產品是否具備一個或多個環保認證：CECP（中國節能產品認證中心）、EPEAT金牌（電子產品環境影響評估）、Energy Star（美國節能認證）、TCO（生態、能源、輻射以及人體工學認證）、80Plus（能源轉換效率超過80%的電源）、RoHS（歐盟環保認證）。

空調、空壓機等用能設備: 將能源節約程度作為參考標準。

馬桶、水龍頭等用水設備: 以水效作為採購決策標準，優先購買含有水效標識和水效等級高的部件和設備。

水資源: 在可行情況下，購買中水用作景觀植物養護。北京園區與第三方合作，購買達標中水並鋪設微噴管道進行綠植養護，減少新鮮水的使用。

Supplier Training and Communication

Kingdee International maintains close communication with suppliers through ecosystem partner conferences, routine collaborations, and email correspondence to ensure the effective dissemination of the *Kingdee CSR Code of Conduct for Suppliers*. We conduct irregular training sessions on business ethics, data compliance, information security, and privacy protection, sharing best practices with suppliers to enhance their sustainable management capabilities.

Green Procurement

Kingdee International integrates green and low-carbon concepts into the procurement of administrative materials, cloud services, IT equipment, and energy- and water-consuming devices such as air conditioners, toilets, etc. Through green procurement practices, we aim to embed environmental responsibility across our supply chain, driving a greener and low-carbon transformation of the entire industry chain.

Administrative Materials: Priority is given to environmentally friendly products such as recycled printing paper and toilet paper. For office furniture, suppliers must meet environmental certification requirements, and products must comply with China's E0-level environmental standards.

Cloud Services: Beyond price, functionality, performance, and service support, evaluation also considers sustainability metrics such as energy consumption per computing unit and carbon emissions.

IT Equipment: Products are assessed based on one or more environmental certifications, including CECP (China Energy Conservation Product Certification Center), EPEAT Gold (Electronic Product Environmental Impact Assessment Tool), Energy Star (U.S. Energy Efficiency Certification), TCO (Ecological, Energy, Radiation, and Ergonomic Certification), 80Plus (Power Supplies with Energy Conversion Efficiency Exceeding 80%), and RoHS (EU Restriction of Hazardous Substances in Electrical and Electronic Equipment).

Energy-Consuming Equipment: Energy efficiency is a key selection criterion.

Water-Consuming Equipment: Water efficiency labels and performance ratings are prioritized to guide procurement decisions.

Water Resources: Where feasible, purchase recycled water for landscape irrigation. Kingdee Beijing campus collaborates with a third party to source compliant recycled water and has installed micro-sprinkler systems to reduce fresh water consumption.

2.5 世界一流的口碑

在全球經濟與技術快速變革的背景下，金蝶國際深度融合自身技術優勢與社會需求，助力中小企業數字化轉型，促進企業合規高效經營；賦能產業低碳發展，支持打造綠色低碳供應鏈；推動冶金行業循環經濟轉型，提供廢鋼全流程管理解決方案。金蝶國際始終以推動社會進步為己任，在踐行中國軟件企業社會責任的過程中為自己贏得世界一流的口碑。

2.5.1 助力中小企業數字化轉型

在數字化轉型背景下，中小微企業由於在轉型意識、能力、資金等方面的不足，面臨「不會轉」「不能轉」「不敢轉」等難題，需要外部力量的引導和支持。為提升中小企業數字化轉型能力，我們積極通過數字化培訓、發放億元企業上雲券等方式助力中小企業數字化轉型發展。

數字賦能，助力企業合規經營

我們通過定期線上線下培訓活動，賦能企業積極運用數字化的新理念、新技術、新模式來實現降本增效。報告期內，我們聯合生態夥伴、行業協會和政府單位舉辦多場小微企業數字化成長賦能活動，取得良好效果。

「經營有道，合規有方」系列主題活動：聯合生態合作夥伴開展了超2,000場線下小微企業數字化賦能活動，活動內容涵蓋財稅培訓、數電票、企業管理、數字化轉型標杆等內容，為中小企業搭建線下交流學習平台，聚焦財稅合規新策和企業經營管理痛點，賦能小微企業員工人數超30萬。

「金蝶雲會計節」系列主題活動：2024年聯合各省市工信局、工信廳、中小企業服務中心、中小企業協會、會計師協會、中小企業發展促進會、會計師協會等40多家政府協會單位，在全國開展金蝶雲會計節活動25場，圍繞數電票、企業稅務安全合規、財稅人員轉型等主題賦能會計群體超10萬人。

World-Class Reputation

Amid rapid global economic and technological transformation, Kingdee International deeply integrates its technological strengths with societal needs, supporting SMEs in digital transformation to enhance compliance and operational efficiency. It empowers low-carbon industrial development, contributes to building sustainable green supply chains, and drives the circular economy transformation in the metallurgy industry by providing end-to-end waste steel management solutions. Committed to advancing social progress, Kingdee International continues to fulfil its corporate social responsibility as a Chinese software enterprise, earning a world-class reputation.

2.5.1 Championing the Digital Evolution of SMEs

Many small and micro enterprises face challenges in digital transformation due to insufficient awareness, capabilities, and financial resources. They often struggle with “not knowing how to transform”, “not being able to transform”, or “not daring to transform”. To enhance the digital transformation capabilities of SMEs, we actively support their development through digital training and initiatives such as offering cloud vouchers worth billions.

Digital Empowerment for Compliance-Driven Business Operations

We empower enterprises by regularly offering both online and offline training sessions that introduce new digital concepts, technologies, and models to help them reduce costs and enhance efficiency. During the reporting period, Kingdee partnered with ecosystem partners, industry associations, and government agencies to organize several SME digital growth empowerment programs, achieving significant impact.

“Business Excellence, Compliance Mastery” Themed Events: Themed Events: Kingdee collaborated with ecosystem partners to host over 2,000 offline SME digital empowerment sessions. Such events cover topics such as financial and tax training, electronic invoicing, enterprise management, and digital transformation best practices. We have established an offline learning and networking platform for SMEs, focusing on new financial and tax compliance policies and business management challenges. Over 300,000 SME employees have benefited from the program.

“Kingdee Cloud Accounting Festival” Themed Events: In 2024, Kingdee partnered with over 40 government associations, including provincial and Municipal Industry and Information Technology Bureaus, SME Service Centers, SME Associations, and Accounting Associations. We hosted 25 nationwide Kingdee Cloud Accounting Festival events, benefiting over 100,000 accounting professionals, with a focus on topics such as electronic invoicing, corporate tax compliance, and career transformation for financial professionals.

常態化線上直播活動：2024年圍繞匯算清繳、稅務稽查、企業年結、行業解決方案等主題開展系列直播近50場，觀看量超40萬人次，為不同規模、不同需求的中小企業提供數字化解決方案。

建設中小企業數字化普惠工程

2024年7月，工業和信息化部正式上線啟動了中國中小企業服務網，覆蓋31個省級平台和169個地(市)平台，完成對全國現有地(市)以上中小企業服務平台的鏈接打通，首次形成了全國性的中小企業服務平台網絡。此次上線，中國中小企業服務網聯合金蝶、交通銀行、京東、騰訊、360等6家服務機構，共同發起「惠企添利」服務行動，發佈總價值60億元以上的優惠補貼券和服務包。

金蝶積極響應數字化改造「企業出一點，服務商讓一點，政府補一點」號召，聯合各地政府、協會、生態推出「數轉城市上雲券」，通過金蝶雲·星空投入10億元補貼，面向數改行業中小企業發放「數轉城市上雲券」，並提供研產供銷服一站式「小快輕准」產品與解決方案，全面煥新中小企業數字化水平，促進數字經濟和實體經濟深度融合。

2.5.2 賦能產業低碳發展

在全球氣候危機加劇與「雙碳」目標加速推進的時代背景下，產業的低碳轉型已成為必然趨勢。2024年，金蝶在上海國際碳中和技術、產品與成果博覽會上正式發佈「金蝶雲·星瀚低碳供應鏈解決方案」，助力企業實現碳監測、碳分析、碳中和，全面履行雙碳社會責任，提升ESG表現，獲得可持續商業利益。

金蝶雲·星瀚「低碳供應鏈」解決方案基於減量化、再使用、再循環，深入企業雙碳業務場景，規劃企業雙碳管理路徑，為企業打造雙碳路徑規劃+企業碳盤查+減碳措施分析閉環，實現對企業雙碳的全生命週期管理。

Regular Online Live Events: In 2024, we conducted nearly 50 live streaming sessions on topics such as tax reconciliation, tax audits, year-end financial closing, and industry-specific solutions. Over 400,000 viewers participated, supporting SMEs of different sizes and business needs in adopting digital solutions.

Building a Digital Inclusive Program for SMEs

In July 2024, the Ministry of Industry and Information Technology (MIIT) officially launched the China SME Service Network, covering 31 provincial-level platforms and 169 prefecture-level (municipal-level) platforms, integrating all existing prefecture-level (municipal-level) and above-level SME service platforms nationwide. This initiative established China's first national SME service platform network. As part of this launch, the China SME Service Network partnered with six service institutions, such as Kingdee, Bank of Communications, JD.com, Tencent, and 360, to jointly initiate the “Enterprise Benefits & Profit Sharing” Service Campaign, offering over RMB 6 billion worth of discount vouchers and service packages.

Kingdee actively responded to the digital transformation initiative of “Shared Contribution from Enterprises, Discounts from Service Providers, and Subsidies from the Government.” In collaboration with local governments, industry associations, and ecosystem partners, Kingdee introduced the “Digital Transformation City Cloud Voucher” program. Through Kingdee Galaxy, Kingdee invested RMB 1 billion in subsidies, providing “Digital Transformation City Cloud Vouchers” to SMEs in digital transformation industries. This initiative delivers “small, fast, lightweight, precise” one-stop solutions across R&D, production, supply chain, sales, and services, helping SMEs enhance digital capabilities and accelerate the integration of the digital and real economies.

2.5.2 Empowering Low-Carbon Industrial Development

Against the backdrop of an escalating global climate crisis and the accelerated advancement of China's carbon peaking and carbon neutrality goals, low-carbon transformation has become an inevitable trend across industries. In 2024, Kingdee officially launched the “Kingdee Constellation Low-Carbon Supply Chain Solution” at the Shanghai International Carbon Neutrality Expo in Technologies, Products, and Achievements. This solution empowers enterprises to monitor carbon emissions, analyze carbon data, and achieve carbon neutrality, enabling them to fulfill carbon reduction responsibilities, enhance ESG performance, and gain sustainable business benefits.

The Kingdee Constellation Low-Carbon Supply Chain Solution follows the principles of reduction, reuse, and recycling, integrating deeply into enterprise carbon neutrality business scenarios. It provides enterprises with a full-cycle carbon management framework, including: Carbon Neutrality Pathway Planning, Corporate Carbon Inventory, Carbon Reduction Strategy Analysis. This solution enables full-lifecycle carbon management for enterprises, supporting their sustainable and low-carbon transformation.

低碳採購 Low-Carbon Procurement	- 供應商可供物料管理：根據供應商綠色評級體系為供應商打分；物料溯源 Supplier Material Management: Suppliers are scored based on a green rating system; material traceability shall be ensured. - 供應商物料碳足跡：維護供應商物料碳足證書、報告等資料和信息 Supplier Material Carbon Footprint: Carbon footprint certificates, reports, and related information for supplier materials shall be maintained. - 低採購訂單：低碳綠色採購訂單判定 Low-Carbon Purchase Orders: Purchase orders are assessed for compliance with green and low-carbon procurement standards.
低碳運輸 Low-Carbon Transportation	運輸碳排統計：計算運輸環節碳排放量 Transportation Carbon Emission Statistics: Carbon emissions from transportation activities are calculated and tracked.
低碳倉儲 Low-Carbon Warehousing	回收處置管理：計算回收處置環節碳排放量 Recycling and Disposal Management: Carbon emissions from recycling and disposal processes are calculated and tracked.
低碳生產 Low-Carbon Production	生產碳排統計：計算生產環節碳排放量 Production Carbon Emission Statistics: Carbon emissions from production activities are calculated and tracked.
產品碳足跡 Product Carbon Footprint	- 基礎數據管理：含碳排因子庫、碳標籤、報告範本等基礎資料包 Basic Data Management: Carbon emission factor databases, carbon labels, and report templates are covered. - 碳足跡範本：梳理產品全生命週期環節，定義全生命週期範本，明確產品碳足跡的邊界 Carbon Footprint Templates: Defines the full product lifecycle stages, establishes system boundaries, and creates lifecycle-based templates. - 碳足跡計算：根據碳足跡範本生成產品碳足跡計算方法，計算產品的碳足跡 Carbon Footprint Calculation: Calculates product-level carbon emissions based on predefined templates and lifecycle methodology.
出具產品報告/證書 Issue Product Reports/Certificates	- 碳足跡報告：定義產品碳足跡報告範本 Carbon Footprint Reports: Define templates for product carbon footprint reports.. - 碳足跡報告庫：收集並集中管理企業出具的產品碳足跡報告 Carbon Footprint Report Repository: Enterprise-issued product carbon footprint reports are collected and centrally managed. - 統計分析：企業產品碳足跡管理統計分析 Statistical Analysis: Statistical analysis of enterprise product carbon footprint management.



2.5.3 推動冶金行業循環經濟轉型

廢鋼作為一種可無限循環利用的綠色再生資源，是唯一可替代鐵礦石的煉鋼原材料，提升廢鋼在鋼鐵冶煉中的比例，提倡電爐短流程煉鋼，對鋼鐵行業實現碳達峰、碳中和有積極重要的意義，使用廢鋼逐步替代鐵礦石是國家實現雙碳目標的重要手段之一。報告期內，我們發佈「金蝶雲EBC 全流程廢鋼管理解決方案」，為鋼鐵企業打造基於全流程數據的整體解決方案。

2.5.3 Driving Circular Economy Transformation in the Metallurgy Industry

As a green renewable resource that can be infinitely recycled, scrap steel is the only alternative raw material to iron ore in steelmaking. Increasing the proportion of scrap steel in steel production and promoting electric arc furnace (EAF) short-process steelmaking plays a critical role in achieving carbon peaking and carbon neutrality in the steel industry. Substituting iron ore with scrap steel is a key national strategy for meeting dual-carbon goals. During the reporting period, Kingdee launched the “Kingdee Cloud EBC Full-Process Scrap Steel Management Solution”, providing an end-to-end data-driven solution for steel enterprises.

核心價值功能：廢鋼全流程管理與智能判級

Core Functional Value: Full-Process Scrap Steel Management & Intelligent Classification

廢鋼全流程管理：業務全流程打通；重新進行系統設計，分為廢鋼車船預報、到廠確報及調度、廢鋼智能定級、廢鋼計量入庫和廢鋼結算與付款五大功能版塊。

智能定級：引進智能定級算法模型；圖像分割技術、多尺度樣本；多攝像頭採集數據識別、像素級座標變換；算法自動快速持續迭代更新，解決廢鋼識別長尾問題。

Full-Process Scrap Steel Management: Seamless integration of business processes; system redesign divided into five key functional modules: pre-arrival reporting for scrap steel vehicles and ships, on-site confirmation and scheduling, intelligent scrap steel classification, scrap steel weighing and warehousing, and scrap steel settlement and payment.

Intelligent Classification: Introduction of an intelligent classification algorithm model; incorporating advanced image segmentation technology, multi-scale sample analysis; multi-camera data collection and identification, pixel-level coordinate transformation; automated, rapid, and continuously iterative algorithm updates to address long-tail challenges in scrap steel identification.

案例：金蝶助力戰略合作夥伴河鋼ESG績效全面提升

Case: Kingdee Empowers HBIS to Enhance ESG Performance

作為河鋼數字的戰略合作夥伴，金蝶通過AI技術與碳管理解決方案雙輪驅動，助力鋼鐵產業ESG績效全面提升：

As a strategic partner of HBIS Digital Technology, Kingdee has empowered ESG performance improvement in the steel industry through a dual-engine approach of AI technology and carbon management solutions:



智能廢鋼驗質系統：助力河鋼構建行業首個10萬+高質量廢鋼標準圖片資料庫，中型及重型廢鋼料型識別率超90%，輕薄料型識別準確率超85%，實現廢鋼驗質過程的全透明、可追溯、可復查，推動再生資源高效利用，助力河鋼減少顆粒物等主要污染物以及二氧化碳的排放，顯著提升環境績效。

Intelligent Scrap Steel Quality Inspection System: Kingdee assisted HBIS in building the industry's first high-quality scrap steel image database with over 100,000 standard images. The recognition rate for medium and heavy scrap steel types exceeds 90%, and over 85% for light and thin types, enabling full transparency, traceability, and review in the scrap steel inspection process. This enhances the efficient use of recycled resources, supports HBIS in reducing particulate matter and other major pollutants as well as CO₂ emissions, and improves environmental performance.

碳市場能力建設：攜手河鋼制定《模擬全國碳市場交易工作方案》，創新性開展碳交易沙盤演練，幫助控排企業提前構建碳排放監測-報告-核查(MRV)體系；通過數字化培訓機制培育低碳專業人才，強化河鋼在碳資產管理和數據治理方面的行業領導力，為應對全國碳市場提供技術保障。

Carbon Market Capacity Building: Kingdee collaborated with HBIS to formulate the *National Carbon Trading Simulation Plan*, innovatively carried out carbon trading simulation exercises, and helped emission-controlled enterprises establish a Monitoring-Reporting-Verification (MRV) system in advance. Through a digital training mechanism, cultivated low-carbon professionals and enhanced HBIS's industry leadership in carbon asset management and data governance, providing technical support for the national carbon market.

03 以奮鬥者為本，長期堅持明心淨心

Striver-oriented, Long-term Adherence to Pure and Visionary Mind

我們的理念：

金蝶國際踐行「以奮鬥者為本，長期堅持明心淨心」的人力資源管理哲學，將員工視為最寶貴的財富。我們尊重並全力保障每位員工的合法權益，將員工的健康、安全和福祉置於首位，重視員工的培養與發展，致力於打造公平、多元和包容的工作環境。同時，集團積極承擔企業社會責任，鼓勵並支持員工參與社區公益活動，為社會的可持續發展貢獻力量。

Our Philosophy:

Kingdee International upholds the “Striver-oriented, Long-term Adherence to Pure and Visionary Mind” philosophy in human resource management, considering employees as its most valuable asset. We respect and fully protect the legal rights of every employee, prioritize their health, safety, and well-being, and place great emphasis on employee development and growth. We are committed to fostering a fair, diverse, and inclusive workplace. Additionally, the Group actively fulfills our corporate social responsibility, encouraging and supporting employees to participate in community welfare activities, contributing to sustainable social development.



3.1 公平、多元和包容的工作環境 Fair, Diverse, and Inclusive Workplace

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3.2 員工權益保障 Employee Rights Protection

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3.3 員工培養與發展 Employee Training and Development

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3.4 員工福利與關懷 Employee Benefits and Well-being

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3.5 職業健康與安全 Occupational Health and Safety

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3.6 參與社區公益 Community Engagement and Public Welfare

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3.1 公平、多元和包容的工作環境

金蝶國際倡導多元、平等與包容 (DEI) 的理念，尊重並平等對待具備不同背景、文化和個體差異的員工，致力於打造一個多元人才共融、平等交流、協同共創和共同成長的平台。

3.1.1 平等僱傭

我們重視並保障員工的基本權益，嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等法律法規，制定適用於全集團的《人才招聘管理制度》，保障員工享有平等就業的權利，積極倡導並踐行平等僱傭關係，確保不因種族、膚色、性別、年齡或婚育等因素損害員工就業、職業機會及待遇，公平、公正對待不同背景的員工。我們任人唯賢，選拔認同並踐行「金蝶核心價值觀」與「金蝶哲學」，滿足《金蝶任職標準模型》要求的優秀人才，我們欣賞個體差異，包容不同類型的優秀人才，在招聘過程中貫徹多元化理念，致力於打造多元、包容的人才隊伍。

報告期內 During the reporting period	發生違法違規僱傭事件數： Number of illegal or non-compliant employment incidents:	0	新僱傭員工中女性比例： Proportion of female employees among new hires:	31.2%
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3.1.2 打造多元與包容的職場

金蝶國際認同並尊重個體差異，依據集團人才戰略和業務需求，吸引具備不同背景、技能和經驗的人才。我們致力於構建一個多元、開放、包容的職場生態，為每位員工提供平等的發展機會和開放的交流平台，通過不同視角的碰撞與協作，共同推動集團可持續發展。

多元化的團隊

我們相信，多元互補的人才組合不僅能提升組織內部協同效能，還能激發團隊創新潛能，為集團拓寬視角，增強競爭優勢。

Fair, Diverse, and Inclusive Work Environment

Kingdee International advocates the principles of Diversity, Equity, and Inclusion (DEI), respecting and treating employees equally regardless of their backgrounds, cultures, or individual differences. We are committed to building a platform where diverse talents collaborate, communicate, innovate, and grow together.

3.1.1 Equal Employment

We prioritize and safeguard employee's fundamental rights, strictly adhering to the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*. Kingdee has implemented a group-wide *Talent Recruitment Management System* to ensure equal employment opportunities for all. We actively advocate and implement fair and inclusive employment practices, ensuring that factors such as race, color, gender, age, or marital/parental status do not affect hiring, career opportunities, or compensation. We uphold a merit-based recruitment approach, selecting candidates who align with and uphold “Kingdee Core Values” and “Kingdee Philosophy” and meet the *Kingdee Job Standards Model*. We appreciate individual differences, embrace diverse talents, and integrate diversity principles throughout the recruitment process, striving to build an inclusive and diverse workforce.

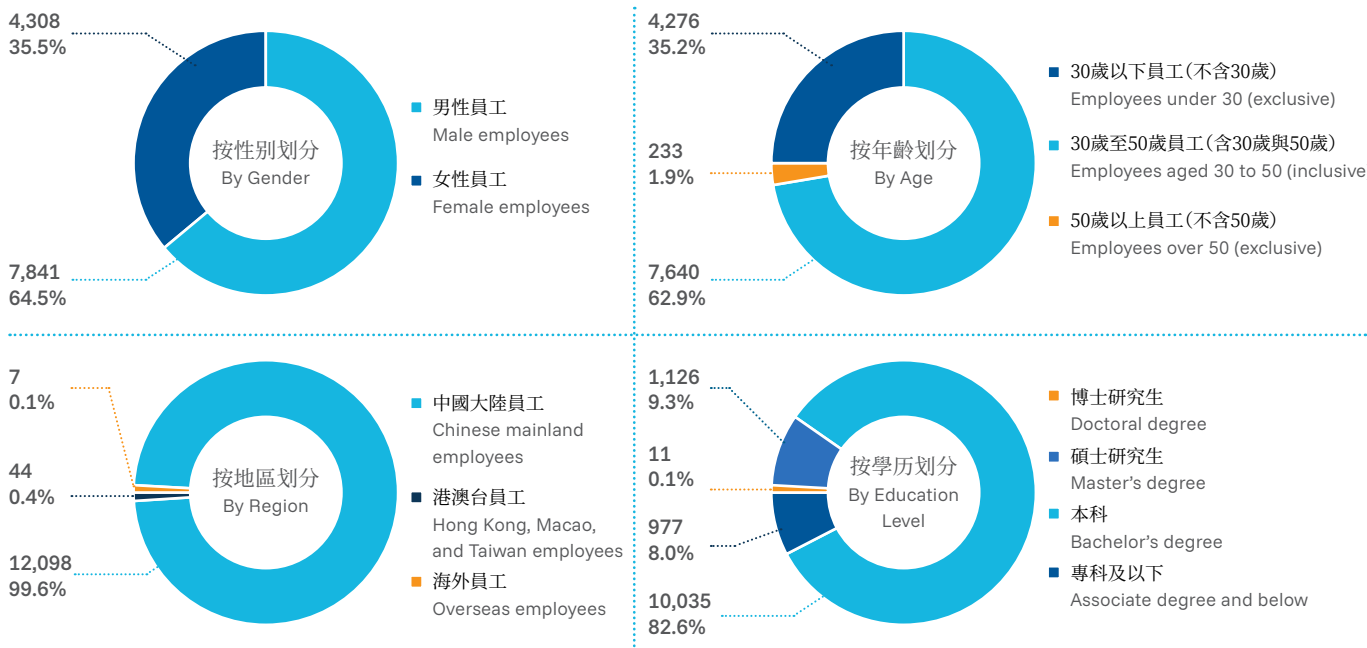
3.1.2 Creating a Diverse and Inclusive Workplace

Kingdee International recognizes and respects individual differences. Based on our talent strategy and business needs, we attract professionals with diverse backgrounds, skills, and experiences. We are dedicated to fostering a diverse, open, and inclusive workplace ecosystem, providing equal development opportunities and open communication platforms where different perspectives drive collaboration and sustainable growth of the Group.

Diverse Teams

We believe that a complementary and diverse talent pool enhances internal collaboration, stimulates team innovation, broadens strategic perspectives, and strengthens the Group's competitive advantage.

截至報告期末，金蝶國際員工構成情況如下：



我們積極推動女性領導力發展，在集團《幹部管理條例》中明確規定，在幹部選拔中堅持「德才兼備，以德為先」原則，將績效與能力作為選拔條件。截至報告期末，集團管理層幹部女性占比達29%。

As of the end of the reporting period, the employee composition at Kingdee International was as follows:

We actively promote the development of women's leadership. The Group's *Regulations on the Administration of Cadres* clearly stipulate that leadership selection should be based on the principle of “virtue and ability are equally important, with virtue as the priority” with performance and capability as the core criteria. As of the end of the reporting period, the proportion of women in the Group's management positions reached 29%.

截至報告期末 As of the end of the reporting period	集團管理層幹部女性占比達： The proportion of women in the Group's management positions:	29%
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包容的職場氛圍

金蝶國際致力於建立和諧包容的職場氛圍，嚴格禁止任何形式的歧視與騷擾行為。我們針對歧視和騷擾事件設立了明確的舉報渠道，一旦收到相關舉報，我們將按照規定程序對舉報內容進行調查⁷，並採取嚴格的糾正或懲戒措施，保障員工在工作場所的平等與安全。報告期內，集團未發生任何經證實的歧視與騷擾事件。

本集團嚴格遵守國內《女職工勞動保護特別規定》和香港《性別歧視條例》等相關法律法規，確保女性員工依法享有婚假、節育假、產假、育兒假等權益。我們積極優化女性員工的工作環境，設立母嬰室，提供專屬女性員工假期，並在婦女節開展特色活動，以實際行動保障和提升女性員工的權益與福祉。

⁷ 員工申訴舉報渠道與處理程序等相關內容詳見「3.2.2 員工申訴與舉報」小節。
See section 3.2.2 “Employee Appeals and Reporting” for details.

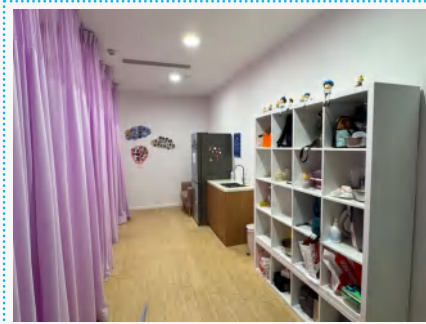
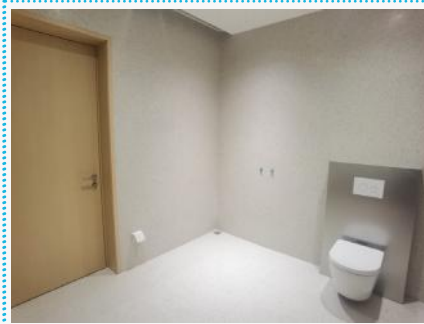
Inclusive Workplace Culture

Kingdee International is committed to cultivating a harmonious and inclusive workplace culture, with zero-tolerance for any form of discrimination or harassment. We have established clear reporting channels for discrimination and harassment incidents. Upon receiving a report, we conduct a formal investigation⁷ following established procedures and implement strict corrective or disciplinary actions to ensure equality and safety in the workplace. During the reporting period, there were no confirmed cases of discrimination or harassment.

The Group strictly adheres to domestic laws, such as the *Special Rules on the Labor Protection of Female Employees*, as well as Hong Kong's *Sex Discrimination Ordinance*, ensuring that female employees are entitled to legal marriage leave, family planning leave, maternity leave, and parental leave, etc. We continuously enhance the working environment for female employees, establishing nursing rooms, providing exclusive leave benefits, and hosting special events for Women's Day to safeguard and improve the well-being of female employees.

打造友好包容的工作環境
Creating a Friendly and Inclusive Workplace

- 設立母嬰室，為哺乳期女性提供私密與舒適的空間；
Establish nursing rooms to provide a private and comfortable space for breastfeeding employees.
- 設立無障礙停車位、無障礙衛生間等設施，優化殘障人士通行便利性；
Install accessible parking spaces and restrooms, improving accessibility for employees with disabilities.
- 提供英文版政策制度及活動公示，方便外籍員工了解集團政策與自身權益。
Provide English versions of group policies and event notices to help foreign employees understand Group policies and their rights.

母嬰室
Nursing Room無障礙衛生間
Accessible Restroom案例：金蝶「她」力量——熱辣滾燙，不可限量
Case: Kingdee “Her Power” – Bold, Passionate, and Limitless

2024年3月8日，金蝶舉辦以「熱辣滾燙，不可限量」為主題的婦女節活動。通過線上線下結合的形式，組織開展包括「#熱辣滾燙，不可限量，那些你身邊了不起的金蝶WoMen#」話題互動在內的多項活動，並為全體女性員工準備了節日專屬禮品。活動旨在鼓勵女性員工不抱怨、不氣餒、不煩惱，盡情享受「熱辣滾燙」的人生，做限量版的自己，打造自己不被定義無限可能的人生。

On March 8, 2024, Kingdee hosted a Women's Day event under the theme “Bold, Passionate, and Limitless”. The event combined online and offline activities, including the interactive campaign “#Bold, Passionate, and Limitless - Celebrating the Incredible Kingdee WoMen Around You#”, engaging employees in discussions and celebrations. To honor the occasion, special gifts were prepared for all female employees. The event aimed to empower women to embrace challenges without complaints, discouragement, or worries, encouraging them to live boldly, define their own path, and unlock unlimited possibilities in life.



3.2 員工權益保障

金蝶國際堅持以人為本，嚴格遵守《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》《禁止使用童工規定》《女職工勞動保護特別規定》及香港《僱傭條例》等相關法律法規，制定《金蝶集團勞動僱傭與道德行為準則》《金蝶假勤管理規定》等政策制度，規範勞動用工管理，切實保障員工合法權益。

3.2.1 人權風險管理

金蝶國際高度重視人權保護工作，堅信每個人都應受到平等、尊嚴與尊重地對待，並努力將這一理念貫徹於所有業務活動中。我們參考《聯合國工商企業與人權指導原則》《世界人權宣言》《經濟合作與發展組織（OECD）跨國企業準則》以及聯合國全球契約（UNGC）十項原則等國際標準或原則，制定併發布《人權承諾聲明》，進一步明確了集團在人權保護領域的承諾與行動。

本集團建立了系統的人權盡職調查機制，識別與評估潛在人權風險，以預防、減輕及補救可能的人權侵害行為，確保業務運營符合國際人權標準與法規。我們通過定期審查內部政策和業務實踐、開展員工調查訪談和工作場所檢查等方式，重點關注工作條件、薪酬待遇、健康與安全等領域的潛在風險。在供應鏈管理方面，我們建立了完善的人權風險評估制度，定期對供應商和合作夥伴進行盡職調查，並每年開展主要供應商人權影響力評估。

為切實保障員工權益，集團已建立工會和員工委員會等民主管理組織，支持員工自由參與和集體協商，同時嚴格執行同工同酬原則，為員工提供平等的發展機會和良好的工作環境。此外，集團採取了一系列預防性措施，包括嚴禁人口販賣、禁止強迫勞動、杜絕童工以及反對一切形式的歧視，持續推進人權保護工作。

Employee Rights Protection

Kingdee International upholds a people-oriented approach, strictly complying with 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*, the *Provisions on the Prohibition of Using Child Labor*, the *Special Rules on the Labor Protection of Female Employees*, and Hong Kong's *Employment Ordinance*. We have formulated policies such as the *Kingdee Group Labor Employment and Ethical Conduct Guidelines* and the *Kingdee Leave and Attendance Management Regulations* to standardize labor and employment practices and effectively safeguard employees' legal rights.

3.2.1 Human Rights Risk Management

Kingdee International places great importance on human rights protection, firmly believing that every individual deserves to be treated with equality, dignity, and respect. We integrate this principle into all business activities. By referring to international standards and principles, including the *United Nations Guiding Principles on Business and Human Rights*, the *Universal Declaration of Human Rights*, the *OECD Guidelines for Multinational Enterprises on Responsible Business Conduct*, and the *Ten Principles of the UN Global Compact (UNGC)*, we have formulated and published the *Human Rights Commitment Statement*, further defining our commitments and actions in human rights protection.

The Group has established a systematic human rights due diligence mechanism to identify and assess potential human rights risks, aiming to prevent, mitigate, and remedy any violations. This ensures that our business operations comply with international human rights standards and regulations. Through regular internal policy reviews, employee surveys, interviews, and workplace inspections, we focus on working conditions, wages and benefits, health, and safety to identify and address potential risks. In supply chain management, we have implemented a comprehensive human rights risk assessment system, conducting regular due diligence on suppliers and partners and performing annual human rights impact assessments on key suppliers.

To effectively protect employee rights, the Group has established a labor union and an employee committee, supporting freedom of association and collective bargaining. We strictly enforce the principle of equal pay for equal work, providing fair development opportunities and a positive working environment. Additionally, the Group has adopted preventive measures to strengthen human rights protection, including strictly prohibiting human trafficking, banning forced labor, eradicating child labor and opposing all forms of discrimination.

類別 Category	我們的承諾與舉措 Our Commitments and Measures
嚴禁人口販賣 Strict Prohibition of Human Trafficking 	- 嚴格禁止任何形式的人口販賣行為； All forms of human trafficking are strictly prohibited; - 定期審查自身及供應鏈的運營流程，確保不存在人口販賣現象。 We conduct regular reviews of our internal operations and supply chain processes to ensure that no human trafficking occurs.
禁止強迫勞動 Prohibition of forced labor 	- 不僱傭、不支持任何形式的強迫勞動； We do not employ or support any form of forced labor. - 將採取嚴格措施確保所有員工自願工作，杜絕債務束縛、契約勞動或其他形式的強迫勞動。 We implement strict measures to ensure all employees work voluntarily, eliminating debt bondage, contract labor, or any other forms of forced labor.
杜絕童工 Elimination of child labor 	- 堅決反對僱傭童工； We strongly oppose the employment of child labor. - 在招聘過程中，依照各地法律法規，與第三方合作對所有候選人開展背景調查，確保合規錄用。 During recruitment, we collaborate with third parties to conduct background checks on all candidates, ensuring compliance with applicable local laws and regulations.
工資與福利 Wages and Benefits 	- 遵守經營所在地所有適用的薪酬相關法律法規，堅持同工同酬原則，為員工提供不低於當地最低工資標準的報酬和法定福利； We comply with all applicable wage laws and regulations in operating regions, upholding the principle of equal pay for equal work and ensuring wages are not lower than the local minimum wage standard and statutory benefits. - 制定並落實《薪酬管理辦法》等一系列薪酬制度，確保為員工提供公平合理的薪資與福利待遇。 We have established and implemented the <i>Compensation Management Policy</i> and related systems to ensure fair and reasonable compensation and benefits for all employees.
假期 Leave 	提供符合國家政策的帶薪年休假，符合國家要求的女性產假，以及符合經營所在地當地法規規定的婚假、喪假、陪產假等。 We provide paid annual leave in accordance with national policies, maternity leave as required by law, and other legally mandated leaves such as marriage, bereavement, and paternity leave, in compliance with local laws.
人道待遇 Humane Treatment 	- 禁止任何形式的暴力、打壓與脅迫行為，或者不人道的或侮辱性的處罰； All forms of violence, coercion, intimidation, or inhumane and degrading punishment are prohibited. - 開展相關培訓倡導，並提供員工申訴與舉報渠道。 We conduct relevant training and provide grievance and whistleblowing channels for employees.
結社自由與集體談判 Freedom of Association and Collective Bargaining 	- 尊重員工的結社自由權與集體談判權，保障員工不受報復或威脅； We respect employees' rights to freedom of association and collective bargaining, ensuring protection from retaliation or threats. - 設立工會與金蝶員工委員會兩個組織，支持全體員工自由組建並參與工會或其他合法組織，暢通溝通渠道，以促進員工間的合作與溝通。 We establish both a labor union and the Kingdee Employee Committee, supporting employees' rights to freely form and join unions or other legal organizations, and ensuring smooth communication channels to promote cooperation and communication among employees.
反歧視與反騷擾 Anti-Discrimination and Anti-Harassment 	- 反對任何形式的歧視與騷擾行為，承諾在招聘、培訓、晉升等環節提供均等機會，並提供公平的福利待遇； We oppose all forms of discrimination and harassment, and are committed to providing equal opportunities in recruitment, training, and promotion, along with fair and equitable benefits. - 開展相關培訓宣導，並提供員工申訴與舉報渠道。 We conduct awareness training and provide employees with channels to file grievances and report misconduct.

3.2.2 員工申訴與舉報

為確保員工的合法權益得到有效保護，我們建立了有效的員工申訴與舉報機制。員工如遭遇權益損害，可依據投訴等相關制度通過舉報郵箱、電話、面談或舉報人認為便利的其他方式進行申訴與舉報。審計部將依照申訴與舉報處理程序進行處理，並在整個事件的處理過程中嚴格保密舉報人的信息和材料，確保舉報人員及其隱私安全。

申訴與舉報處理程序 Grievance and Whistleblowing Procedure



報告期內 During the reporting period	員工申訴與舉報事件數量： Number of Employee Grievance and Reporting Cases: 4	員工申訴與舉報事件解決率： Employee Grievance and Reporting Case Resolution Rate: 100%
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3.3 員工培養與發展

金蝶國際秉持「長期堅持明心淨心」的理念，致力於培養「高績效、高成長、高心性」的優秀人才。我們基於集團戰略導向與業務發展需求，持續優化人才管理體系，構建多層次、全面高效的培訓體系與雙通道職業發展路徑，建立並完善具有吸引力的人才留存機制，為員工提供自我價值實現和職業發展的平台。

3.3.1 員工培養

我們從集團戰略和員工成長角度出發，通過線上線下結合的培訓方式，聯合內部講師團隊和外部優秀培訓機構為員工提供涵蓋新員工培訓、專業人才培訓、領導力培訓等多層次的課程與項目。線上學習管理平台——「金蝶雲課堂」作為強大的系統支撐，高效管理員工培訓全過程，實時跟蹤學習進度，提升培訓效果和人才培養效率。內部講師與外部專家共同構成人才支撐，結合內部培訓需求與外部前沿知識，確保培訓質量。沉澱下來的培訓課程作為知識支撐，滿足多元化培訓需求，助力企業知識積累與更新迭代。

報告期內，為適應集團發展需求，我們依據最新職位模型，對《新員工入職導師制》《金蝶專業類課程開發管理辦法》《金蝶內部講師管理辦法》等核心員工培訓規章制度進行補充完善。同時，我們開展培訓與發展流程梳理，發佈5條關鍵培訓流程，沉澱標準化的培訓能力，並賦能集團培訓人員。

截至報告期末，我們組織面授訓練營合計118場，累計時長6,365人天，綜合滿意度4.82（滿分為5分）；「金蝶雲課堂」新增線上課程1,091門，線上學習時長累計428,378小時，綜合滿意度4.99（滿分為5分）。

截至報告期末 As of the end of the reporting period	員工培訓平均時長 ⁸ ： Average training hours per employees ⁸ ： 28.44	員工培訓覆蓋率： Percentage of employees who received training： 100%
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⁸ 員工培訓平均時長=員工培訓總時數÷受訓員工總數，此處受訓員工總數包括年度內離職人員。
Average training hours per employees = Total training hours / Total number of employees trained, where the total number of employees trained includes employees who left during the year.

Employee Training and Development

Kingdee International upholds the philosophy of “Long-term Adherence to Pure and Visionary Mind”, dedicated to cultivating high-performance, high-growth, and high-mindset talent. Guided by corporate strategy and business development needs, we continuously enhance our talent management system, creating a multi-tiered, comprehensive, and efficient training framework, as well as a dual-path career development track. We have also established and refined an attractive talent retention mechanism, providing employees with a platform for self-actualization and career advancement.

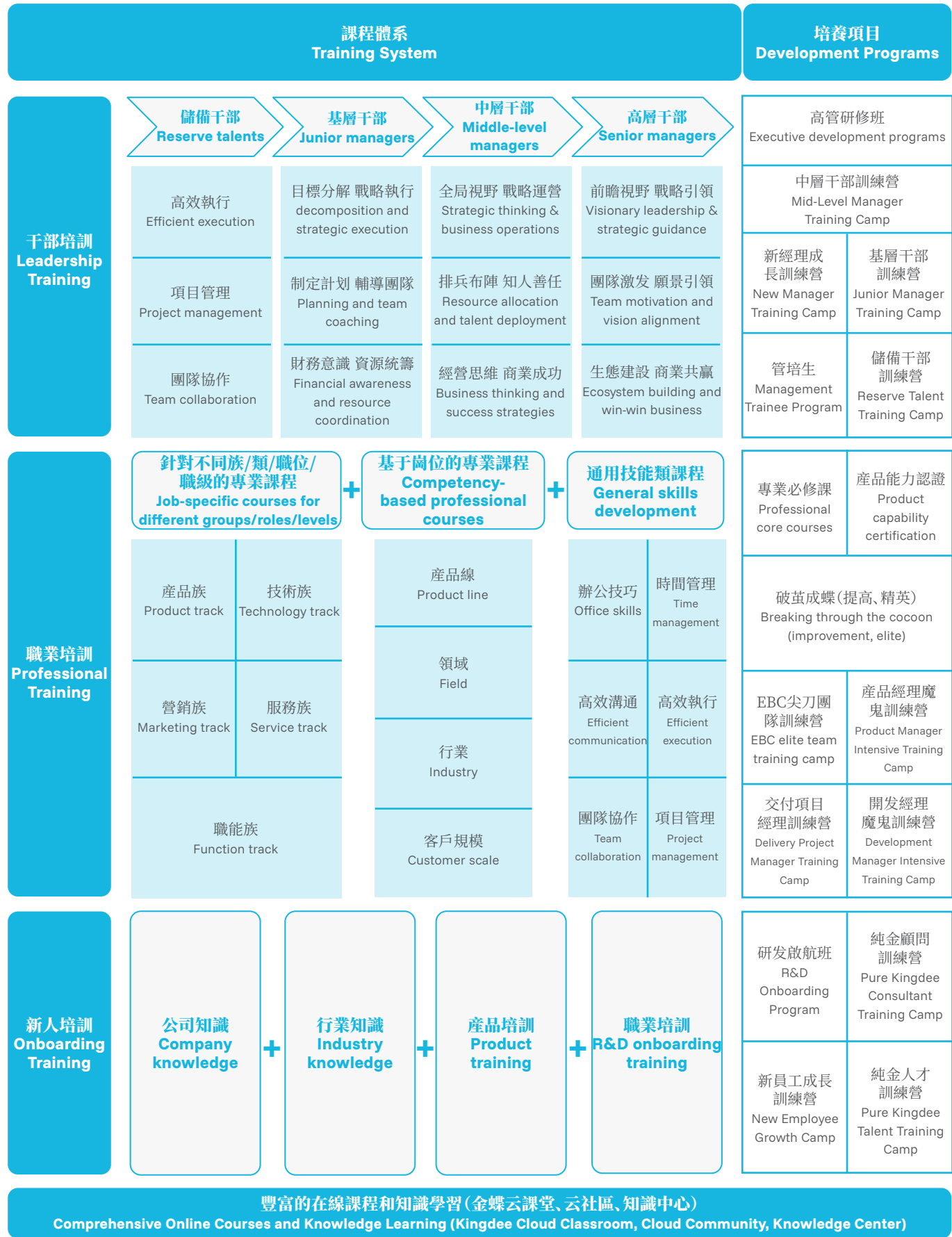
3.3.1 Employee Training

We design training programs based on the Group’s strategy and employee growth needs, adopting a blended learning approach that combines online and offline training. By collaborating with internal lecturer teams and external training institutions, we provide employees with multi-level courses and programs covering new employee training, professional talent training, and leadership training. The online learning management platform, “Kingdee Cloud Classroom”, serves as a strong system support, efficiently managing the entire employee training process, tracking learning progress in real-time, and improving training effectiveness and talent development efficiency. Internal lecturers and external experts form the talent support system, integrating internal training needs with cutting-edge external knowledge to ensure training quality. The accumulated training courses act as a knowledge repository, meeting diverse training needs and supporting corporate knowledge accumulation and continuous iteration.

During the Reporting Period, in response to the Group’s development needs, we updated key employee training policies based on the latest job model, including the *Mentor System for New Employees*, the *Kingdee Management Measures for Professional Programs Development* and the *Kingdee Management Measures for Internal Lecturers*. In addition, we streamlined training and development processes, released five key training workflows, standardized training capabilities, and empowered the Group’s training personnel.

As of the end of the reporting period, we had organized a total of 118 in-person training camps, accumulating 6,365 participant-days, with an overall satisfaction score of 4.82 (out of 5). Kingdee Cloud Classroom added 1,091 new online courses, with a total online learning time of 428,378 hours, achieving an overall satisfaction score of 4.99 (out of 5).

金蝶國際員工培訓體系 Kingdee International Employee Training System



新員工培養計劃

為幫助新員工更快了解企業文化，理解金蝶的核心價值觀，掌握工作流程，我們為新員工針對性定制了「線上+線下」的新員工培訓計劃與課程，包括概況介紹、部門職責與流程、崗位技能培訓、安全教育以及職業發展規劃等內容，助力新員工快速融入職場。報告期內，新入職員工100%開展上崗培訓和輔導。

New Employee Development Program

To help new employees quickly understand the corporate culture, grasp Kingdee's core values, and master work processes, we have developed a customized “online + offline” training program. This program includes an introduction to the group, departmental responsibilities and processes, job-specific skills training, safety education, and career development planning, enabling new employees to integrate into the workplace seamlessly. During the reporting period, 100% of new employees participated in onboarding training and mentoring.

新員工培訓項目
New Employee Training Programs校招新員工
Campus
Recruitment of
New Employees

純金人才成長訓練營，由「融入金蝶」「融入團隊」「提升勝任力」三大模塊構成，聚焦企業文化融入，幫助校招新員工實現從學生到職場人的轉變。
Pure Kingdee Talent Growth Training Camp is structured into three core modules: Integrating into Kingdee, Integrating into the Team, Enhancing Competency. Focusing on corporate culture immersion, helping campus recruits transition from students to professionals.

社招新員工
Social Recruitment
of New Employees

新員工成長訓練營，幫助社招新員工了解金蝶、了解產品、了解客戶，快速融入組織，未來更好地適崗勝崗。
New Employee Growth Training Camp is designed to help social recruits understand Kingdee, its products, and its customers, ensuring a smooth integration into the organization and better job adaptability and performance in the future.

案例：2024屆純金人才成長訓練營項目

Case: 2024 Pure Kingdee Talent Growth Training Camp

我們基於金蝶任職標準模型對人才發展的要求，綜合高效課堂培訓+導師/主管輔導+在崗學習（集中訓練後）等方式，為純金人才設計從校園人轉身為金蝶人的培養方案，開展「純金人才成長訓練營」項目。同時，我們根據《新員工入職導師制》，為本屆新員工新建導師管理信息化流程，將導師管理制度和能力固化在系統中，實現導師資質管理、導師選定、導師輔導過程、導師評價與激勵等流程全面信息化，大大提升效率。

Based on the Kingdee Job Standards Model, we designed a development program for pure Kingdee talent, incorporating high-efficiency classroom training, mentor/supervisor coaching, and on-the-job learning (post-intensive training) to facilitate the transition from campus life to a Kingdee career. Additionally, in line with the *Mentor System for New Employees*, we developed a digital mentor management process to integrate the mentor system and competency framework into an automated platform, covering mentor qualification management, selection, guidance process, evaluation, and incentives, significantly improving efficiency.

報告期內，我們如期開展2024屆純金人才成長訓練營項目。本次培訓時長共7天，培訓覆蓋人數達427人，培訓綜合滿意度4.84分（滿分為5分）。

During the reporting period, we successfully launched the 2024 Pure Kingdee Talent Growth Training Camp. The program lasted seven days, covering 427 participants, with an overall training satisfaction score of 4.84 (out of 5).

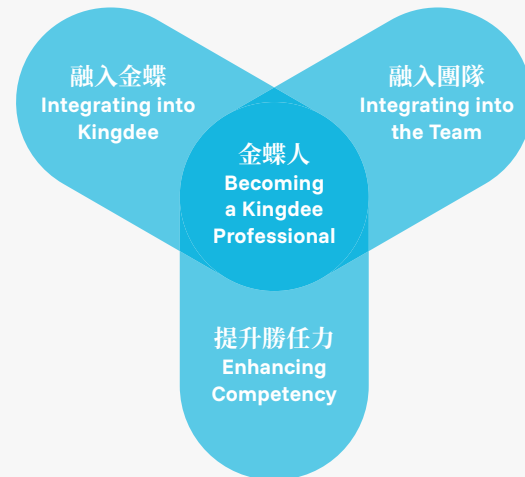


- **金蝶文化和價值觀**：金蝶历史&文化、金蝶哲學5.0、金蝶紀律處分條例、素質拓展。
Kingdee Culture and Values: Kingdee History & Culture, Kingdee Philosophy 5.0, Kingdee Disciplinary Regulations, Quality Outreach.

- **戰略**：集團戰略規劃
Strategy: Kingdee Strategic Planning

- **業務**：集團業務與產品
Business: Kingdee Operations and Products

- **制度**：人力、財務、績效管理等
Policies & Systems: HR, Finance, and Performance Management



- 任職標準模型的知識、技能和素質要求
Knowledge, Skills, and Competency Requirements of the Job Standards Model

2024年純金人才成長訓練營方案
2024 Pure Kingdee Talent Growth Training Camp Plan

- 通過導師見面和主管溝通：了解所在部門的職責和關鍵工作聯系；了解自己職等角色、關鍵職責及獨立貢獻要求。

Mentor & Supervisor Engagement: Understanding departmental responsibilities and key workflows; understanding one's role, key responsibilities, and independent contribution requirements.

- 杰出創新標杆、優秀純金分享（談貢獻、談成長、談發展），榜樣引領。

Sharing by Outstanding Innovation Benchmarks & Excellent Pure Kingdee Talents (Contributions, Growth, Development), Role Model Leadership.

專業人才培養

為滿足集團崗位專業課程學習需求，提高員工崗位勝任力，我們面向產品經理、技術架構、銷售、售前、交付顧問、二開工程師、夥伴經營、客戶服務等領域人才提供一系列專業知識與技能培訓，確保員工具備與崗位相匹配的專業知識和技能。

2024年度，我們面向全體一線員工開展產品上市培訓，同時開展經驗萃取類直播課程，每週一到週五分產品、方案/案例、營銷、交付、服務進行劃分，全年開展直播培訓，確保員工業務能力跟隨集團戰略和業務需求同步提升。

針對集團2024年提出的「All in AI」戰略，我們面向全體員工開展AI系列講座和分享，並通過線上學習平台面向全員普及AI基礎知識和在金蝶的應用場景，截至報告期末，《AI引領：人工智能的落地應用》課程學習完成率達100%。我們鼓勵員工開展專業知識分享，激發員工潛力和創造力，致力於打造形成具有濃厚學習氛圍的學習型企業。

Professional Talent Development

To meet the specialized learning needs of different positions and enhance employees' job competency, we provide a series of professional knowledge and skills training for product managers, technical architects, sales, pre-sales, delivery consultants, secondary development engineers, partner operations, and customer service professionals, ensuring employees acquire role-specific expertise and skills.

In 2024, we conducted product launch training for all frontline employees and hosted experience-sharing live sessions. These sessions were held Monday to Friday, covering products, solutions/case studies, marketing, delivery, and services, ensuring that employees' business capabilities evolve in alignment with corporate strategy and business demands.

As part of the “All in AI” strategy proposed by the group in 2024, we conducted AI-focused lectures and knowledge-sharing sessions for all employees and introduced AI foundational knowledge and Kingdee-specific applications on the online learning platform. As of the end of the reporting period, the course *AI Leadership: Practical Applications of Artificial Intelligence* achieved a 100% completion rate. We actively encourage employees to share professional knowledge, stimulating employees' potential and creativity, and strive to create a strong learning-oriented enterprise.

報告期內，「金蝶雲課堂」新增的1,091門課程中，含1,056門專業類課程；其中與職位職級綁定的專業必修課程35門，支撐員工專業能力持續成長。這35門精品專業必修課，由內部培訓管理團隊與業務專家團隊依據《金蝶專業類課程開發管理辦法》共同研討輸出，聚焦10大關鍵職位，內容嚴謹、邏輯清晰、案例豐富、學練結合、貼合業務。

除線上課程外，報告期內，我們共組織11場與職位職級綁定的專業必修面授課程輪訓，覆蓋353名員工；開展39期客戶經營崗現場實戰培訓專項，累計賦能1,523人；面向集團鐵三角項目經營團隊開展2期現場實訓，參訓員工122人；面向集團解決方案顧問崗開展2期現場實訓，參訓員工141人；面向集團實施顧問開展共7期現場實訓，參訓員工513人。通過培訓與實戰相結合的方式，助力員工專業能力提升。

員工內部專業分享平台

我們秉持「人人皆極客」的理念，鼓勵員工開放分享、教學共長，持續運營以學習、分享崗位專業知識為中心的「極客論道」論壇。每週通過「雲之家」公眾號推送活動通知，採用線上線下相結合的方式，鼓勵所有員工自由報名參加。報告期內，我們組織面向全員的極客論道共計74場，參與者3,937人次。

領導力培養

本集團建立完善的領導力培養體系，覆蓋從潛在管理人才到高級管理人員的幹部培養工作，持續選拔高績效、高成長、高心性的高潛人才進入幹部梯隊，有效推動新任幹部實現角色轉變與管理能力勝任。我們定期對員工領導力開展年度評價，為集團關鍵崗位領導力評估和領導力培育項目開發提供支持。依據領導力培養體系，我們面向不同層次的員工分別推出個人領導力、團隊領導力和業務領導力的相關課程，通過組織認知升維加強企業競爭力。此外，為了統一管理語言，我們要求全體員工參與「金蝶領導力」必修課程的學習，截至報告期末，「金蝶領導力」課程學習完成率達100%。

During the reporting period, of the 1,091 new courses added to Kingdee Cloud Classroom, 1,056 were professional courses, including 35 mandatory professional courses linked to job positions and levels, supporting employees' continuous professional growth. These 35 specialized courses were developed in collaboration with internal training management teams and business experts, following the *Kingdee Management Measures for Professional Programs Development*, and focused on ten key positions. The content was rigorous, logically structured, rich in case studies, and integrated theory with practice to align closely with business needs.

In addition to online courses, during the reporting period, we organized 11 sessions of mandatory professional face-to-face training linked to job positions and levels, covering 353 employees; conducted 39 sessions of on-site customer operations training, empowering 1,523 employees; held two on-site training sessions for the Triangular Business Management Team, with 122 participants; delivered two on-site training sessions for solution consultants, covering 141 employees; and conducted seven on-site training sessions for implementation consultants, benefiting 513 employees. By integrating training with practical experience, we enhanced employees' professional capabilities.

Internal Professional Knowledge Sharing Platform

Adhering to the philosophy of “Everyone is a Geek”, we encourage employees to share knowledge openly and grow through teaching and learning together. We operate the “Geek Forum”, a platform centered on learning and sharing professional expertise. Weekly event notifications are published via the “Cloud Hub” official account, and sessions are held in a hybrid online-offline format, allowing all employees to participate freely. During the reporting period, we hosted 74 Geek Forum sessions, with a total of 3,937 participants.

Leadership Development

Kingdee has established a comprehensive leadership development system, covering talent development from potential management candidates to senior executives. We continuously identify and cultivate high-performance, high-growth, and high-mindset individuals to build a leadership pipeline, ensuring new managers successfully transition into leadership roles. We regularly evaluate employees' leadership capabilities, supporting leadership assessments for key positions and the development of leadership training programs. Based on our leadership development framework, we offer personal leadership, team leadership, and business leadership courses at different levels, strengthening corporate competitiveness through organizational growth. To establish a consistent management language, all employees are required to complete the “Kingdee Leadership” mandatory training course. As of the end of the reporting period, the course completion rate reached 100%.

各層級員工領導力培訓體系 Leadership Training System for Employees at All Levels

崗位層級 Job Level	培訓項目 Training Program	培訓方向 Training Focus
高層管理者 Senior Management	高管研修班 Executive Leadership Program	側重戰略領導力、全局視野和高級決策能力 Focus on strategic leadership, broad vision, and high-level decision-making skills
中層管理者 Middle Management	領導力加速 Leadership Acceleration	側重於團隊管理、跨部門協作和戰略執行能力 Focus on team management, cross-department collaboration, and strategic execution
基層管理者 Junior Management	管理幹部訓練營（近期） Management Cadre Training Camp (Near-term)	側重於複雜業務管理能力和高績效管理能力 Focus on complex business management and high-performance management skills
	新經理成長訓練營 New Manager Growth Training Camp	側重於將理論知識與實踐相結合，適應新角色 Focus on integrating theoretical knowledge with practical application to adapt to new roles
儲備幹部 Reserve Cadres	管理幹部訓練營（遠期） Management Cadre Training Camp (Long-term)	側重於業務管理和團隊管理能力的儲備 Focus on business and team management capability development
戰略預備隊 Strategic Talent Reserve	立志班 Aspiration Program	側重於學習力和個人潛力的開發 Focus on learning ability and personal potential development

案例：領導力培訓——2024年立志班項目 Case: Leadership Training – 2024 Aspiration Program

立志班旨在選拔與發展關鍵崗位（機構總經理/產品總經理/技術總經理）後備，打造進入戰略預備隊的直通快車道。在項目方案的整體設計中，我們秉承評估為主、培養為輔的原則，通過結構化評估和考察，選拔出符合「三高」的關鍵崗位年輕後備；帶領學員學習標杆智慧/經驗，提升個人認知範圍；明晰發展路徑，激發輪崗意願。

報告期內，立志班第5-6期開班。以第6期立志班項目為例，五天的時間裏，通過高管/導師輔導和反饋、內外部經驗傳遞和賦能、同學間深度交流和碰撞等，立志班學員們在領導力、思考技術、客戶洞察與價值探索、個人職業發展等方面提升了個人認知範圍，更加清晰未來的發展之路。本期項目覆蓋人數44人，培訓綜合滿意度9.23分（滿分為10分）。The Aspiration Program aims to identify and develop successors for key positions such as organization general manager, product general manager, and technology general manager, providing a direct pathway to the Strategic Talent Reserve. The program follows a “selection-first, training-second” approach, using structured assessments to identify young successors for key positions that meet the “three highs”. It also provides benchmark learning experiences, broadens participants' perspectives, and clarifies career development pathways, encouraging job rotation opportunities. During the reporting period, the 5th and 6th Aspiration Program sessions were launched. Taking the 6th session as an example, over five days, participants engaged in executive/mentor coaching and feedback, internal and external knowledge sharing, and in-depth peer discussions. These activities enhanced participants' leadership skills, critical thinking, customer insights, value exploration, and career planning, helping them gain a clearer vision for their future development. This session covered 44 participants, with an overall satisfaction score of 9.23 out of 10.



與外部機構聯合培養

除內部培訓項目外，我們積極引進優質的外部課程資源，與外部專家合作，賦能領導力與專業人才培訓。報告期內，我們共引進7項外部課程資源，與集團培訓課程進行有機融合，均獲得員工積極反饋。

Joint Development with External Organizations

In addition to internal training programs, we actively introduce high-quality external course resources and collaborate with external experts to enhance leadership and professional talent training. During the reporting period, we introduced seven external training programs, integrating them with corporate training courses, all of which received positive employee feedback.

案例：金蝶架構師訓練營

Case: Kingdee Architect Training Camp

報告期內，金蝶架構師訓練營正式開班，致力於選拔和培養具備先進架構體系、方法論及思維能力的金蝶架構師隊伍。項目引入「4A架構理論與實戰」課程，邀請到外部資深架構專家傳授知識、技能和經驗，通過學習前沿的架構設計理論與方法、分享金蝶架構設計的成功案例、導師輔導、內部研討交流以及評估反饋，幫助學員汲取成功經驗。

本期訓練營分為兩個階段，共計3天，培訓覆蓋178人，綜合滿意度4.48分（滿分5分）。

During the reporting period, the Kingdee Architect Training Camp was officially launched, focusing on selecting and developing architects with advanced system architecture, methodologies, and strategic thinking. The program introduced the “4A Architecture Theory and Practice” course, featuring renowned external architecture experts who provided expertise, skills, and practical insights. Participants learned cutting-edge architecture design theories and methods, studied successful Kingdee architecture cases, received mentor coaching, engaged in internal discussions, and participated in evaluation feedback sessions to absorb best practices and enhance architectural capabilities.

This training camp was conducted in two phases over three days, covering 178 participants, with an overall satisfaction score of 4.48 out of 5.



員工職業資質支持

金蝶國際支持員工獲取內外部專業資質認證，面向所有員工提供培訓課程與資質認證費用補貼等資源，助力員工增強自身專業實力。

Employee Professional Certification Support

Kingdee International supports employees in obtaining internal and external professional certifications, providing training courses and financial subsidies for certification fees to help employees enhance their professional expertise.

- **外部認證支持:** 我們為全體員工提供外出學習、專業技能拓展、專業技能資格認證的費用支持。在集團任職標準模型中要求的資格認證（含續費）和經集團管理者或員工上級認可為工作必修的學習或認證（含續費），都可以申請全額費用補貼。

- **External Certification Support:** We provide financial support for all employees to pursue external learning, professional skill development, and professional qualification certifications. Certifications required by the Group's Job Standards Model (including renewal fees) and those approved by management as essential for work (including renewal fees) are eligible for full reimbursement.

- **內部認證與培訓:** 我們為全體正式員工和生態夥伴員工提供集團內部開發的五類能力（技術支持、應用支持、交付管理、實施顧問、應用開發）認證證書支持，對集團員工開展免費認證。如我們面向服務族交付類、客戶成功類顧問開展能力認證培訓，應用於持證上崗及持證晉級場景。截至報告末，累計發放證書11,676人，其中，金蝶員工4,270人，金蝶生態夥伴7,406人。

- **Internal Certification and Training:** We offer five types of internally developed competency certifications (Technical Support, Application Support, Delivery Management, Implementation Consultants, and Application Development) for all full-time employees and ecosystem partner employees. These certifications are provided free of charge for Kingdee employees. For example, we conduct competency certification training for service consultants in delivery and customer success roles, applying these certifications for job qualification and career advancement. As of the end of the Reporting Period, a total of 11,676 certifications had been issued, including 4,270 for Kingdee employees and 7,406 for Kingdee ecosystem partners.

報告期內
During the
reporting period

支持PMP（國際項目管理師）認證/續費員工人數：
Number of employees supported for PMP (Project Management Professional) certification/renewal:

150+

支持CMA（美國註冊管理會計師）續費員工人數：
Number of employees supported for CMA (Certified Management Accountant) renewal:

39

講師培訓機制

為鼓勵員工將知識、技能和經驗進行總結、分享和傳承，我們建立內部講師培養體系，制定《金蝶講師管理辦法》，發展和激勵講師，致力於打造專業的講師隊伍。報告期內，我們依據《金蝶講師管理辦法》，新增講師17位，其中7位初級講師，10位特邀講師。

Lecturer Training Mechanism

To encourage employees to summarize, share, and pass on their knowledge, skills, and experiences, we have established an internal lecturer development system and formulated the *Kingdee Management Measures for Lecturers* to support and incentivize lecturers, with the goal of building a professional lecturer team. During the reporting period, following the *Kingdee Management Measures for Lecturers*, we certified 17 new lecturers, including seven junior lecturers and ten guest lecturers.

報告期內
During the
reporting period

新增初級認證講師人數：
Newly certified junior lecturers:

7

新增特邀講師人數：
Newly certified guest lecturers:

10

3.3.2 人才發展

金蝶國際致力於打造多元化的職業發展路徑，以滿足不同員工的成長需求，並確保員工的貢獻與職級相匹配。報告期內，《金蝶任職標準模型》進一步升級，我們強化了以責任貢獻為核心的評價體系，提高高級及以上職級晉升的績效門檻，將申報機會向持續績優者傾斜，以此激勵員工追求持續高績效，實現晉級目標。

3.3.2 Talent development

Kingdee International is committed to building diverse career development pathways to meet employees' varied growth needs while ensuring that contributions align with job levels. During the reporting period, we upgraded the *Kingdee Job Standards Model*, reinforcing an evaluation system focused on accountability and contribution. We also raised the performance threshold for promotions to senior and above levels, prioritizing promotion opportunities for consistently high-performing employees, motivating them to pursue sustained excellence and achieve career advancement goals.

人才儲備體系

金蝶國際依託信息化手段，建立起完善的人才盤點與儲備體系，為企業的持續發展提供堅實的人才支撐。

本集團定期面向全體員工（包括正式員工和外包員工）開展人才盤點工作。報告期內，通過線上人才盤點及規劃，極大地提升了人才盤點的效率與精準度。基於人才盤點結果，為員工精準打上產品線、業務領域、行業和客戶規模等多維度標籤，不僅為基於產品線的業績核算提供了有力的數據支撐，還有助於精準規劃員工的職業發展路徑。通過人才盤點，集團成功規劃了2,000餘人進入年度職級晉升計劃，同時有2,000餘人被納入後備人才池，構建起幹部後備梯隊，為集團的長遠發展儲備了充足的人才資源。

基於人才盤點的成果，集團建立了後備幹部人才池，後續培養過程中會開展專項培養計劃，識別出高潛人才。每年從中選拔進行繼續培養，為集團輸送管理人才，建立人才梯隊。

職業發展路徑

金蝶國際構建了「管理通道」與「專業通道」並存的雙軌晉升通道，為員工和幹部提供了廣闊的發展空間。全體員工和幹部均具備專業職位和專業職級，幹部所任職的崗位還設有管理職級，即幹部擁有專業和管理雙標籤。

員工在本職位內，可通過積累成果和貢獻，積極參加職級認證，從而獲得更高職級，實現縱向晉升，邁向職業發展的新高度。此外，員工還可借助崗位輪換機制，轉換職位序列、職位族或職位橫向方向，實現橫向流動。這種橫向流動不僅能讓員工更貼近客戶場景，還能拓展其職業半徑，擴大業務廣度，為職業發展開闢新路徑。

對於有管理發展意願且具備管理潛力的員工，集團設有後備人才池。員工可進入該人才池，通過參加幹部競聘，成功實現從專業通道向管理通道的轉換，開啟管理生涯。

Talent Reserve System

Kingdee International leverages digital tools to establish a comprehensive talent assessment and reserve system, providing strong talent support for the group's long-term development.

The Group conducts regular talent assessments for all employees, including full-time and outsourced staff. During the reporting period, online talent assessments and planning significantly improved efficiency and accuracy. Based on assessment results, employees were tagged with multi-dimensional attributes, such as product line, business domain, industry, and customer scale. This not only supports data-driven performance evaluations based on product lines but also enables precise career planning. Through talent assessment initiatives, the Group successfully planned over 2,000 employees for the annual promotion program and included over 2,000 employees in the talent reserve pool, establishing a leadership succession pipeline to ensure a strong talent base for the company's long-term growth.

Based on the results of talent assessments, Kingdee has established a leadership talent pool. During the subsequent development process, specialized training programs are implemented to identify high-potential talent. Each year, the Group selects top-performing individuals from this pool for further development, funneling them into the Aspiration Program, a high-intensity leadership development initiative, to build a strong leadership pipeline for the group.

Career Development Pathways

Kingdee International has established a dual-track promotion system with “management channel” and “professional channel”, offering employees and leaders expansive career growth opportunities. All employees and managers hold professional positions and professional ranks, while managers additionally hold management ranks, thereby giving them dual labels—both professional and managerial.

Employees can achieve vertical promotion within their current positions by accumulating achievements and contributions and actively participating in rank certification, enabling them to advance to higher levels and reach new career heights. Additionally, employees can leverage the job rotation mechanism to switch between position sequences, job families, or lateral roles, enabling horizontal mobility. This lateral movement not only brings employees closer to customer scenarios but also broadens their career scope and business exposure, paving new pathways for professional development.

For employees who are interested in management roles and demonstrate leadership potential, Kingdee has established a talent reserve pool. Employees can enter this pool and apply for managerial roles, successfully transitioning from the professional track to the management track and beginning their

同時，若干部因故免任，將自動回歸專業通道，繼續在專業領域深耕發展。

內部人才市場建設

金蝶國際高度重視員工的個性發展，秉持開放包容的態度，制定並實施了《金蝶輪崗管理辦法》，為績優員工搭建了內部輪崗的廣闊平台。這一機制旨在拓寬員工的職業發展半徑，培養具備多領域知識與技能的複合型人才，充分激發人才的創新活力與潛力。

本集團打造「活水平台」，構建一站式內部人才供求信息化平台。該平台致力於激活員工、幫助員工發揮更大價值，助力他們在集團內精準匹配到更契合自身發展需求與職業規劃的機會。同時，通過深度挖掘和盤活對集團產品有深刻理解和豐富經驗的內部人才資源，實現人才資源的優化配置與高效利用。

本集團積極鼓勵員工通過輪崗，深入體驗、熟悉不同崗位的工作內容，借此全面提升個人綜合能力。我們重點鼓勵員工從研發崗位向一線崗位輪崗、從中後臺崗位向一線崗位輪崗，以及前往艱苦地區輪崗、開展跨職能輪崗等。通過這些輪崗方式，員工能夠實現跨序列、跨職位、跨地域的橫向流動發展，積累豐富的實踐經驗，為個人職業發展注入強大動力。

leadership careers. Likewise, if a manager steps down for any reason, they automatically return to the professional track to continue advancing in their specialized field.

Internal Talent Market Development

Kingdee International values individual career growth, fostering an open and inclusive approach by implementing the *Kingdee Job Rotation Management Measures*, providing high-performing employees with extensive internal mobility opportunities. This mechanism aims to broaden employees' career horizons, cultivate multi-disciplinary talent, and unleash innovation and potential.

The Group has launched the “Living Water Platform”, a one-stop digital platform for internal talent supply and demand. This platform empowers employees by helping them maximize their value and find internal career opportunities that align with their aspirations and growth plans. Additionally, it enables the Group to leverage internal talent with deep product knowledge and rich experience, ensuring the optimal allocation and efficient utilization of resources.

We actively encourage employees to engage in job rotations, allowing them to experience and familiarize themselves with different roles, thereby enhancing their overall capabilities. Employees are particularly encouraged to rotate from R&D roles to frontline positions, from back-office positions to frontline positions, and to undertake challenging regional assignments or cross-functional rotations. These opportunities facilitate cross-sequence, cross-position, and cross-region career development, allowing employees to gain valuable hands-on experience and driving significant momentum in their career advancement.

報告期內
During the
reporting period

內部員工所填補的空缺職位的百分比：
Percentage of open positions filled by internal candidates:

48.5%

3.3.3 薪酬與績效管理

金蝶國際秉持「目標只是座標，一切為了勝利」的理念，堅持公平、公正、透明的薪酬績效原則，構建組織和個人的共同目標。我們持續優化薪酬與績效管理體系，為員工提供具有競爭力的薪酬，充分調動員工積極性，營造積極奮進的職場環境。

3.3.3 Compensation and Performance Management

Kingdee International upholds the philosophy that “Goals are just coordinates; everything is for victory”, adhering to the principles of fairness, transparency, and equity in compensation and performance management. We strive to align organizational and individual objectives, continuously optimizing our compensation and performance management system to offer competitive salaries, enhance employee motivation, and foster a dynamic and driven workplace culture.

薪酬管理

金蝶國際定期通過第三方機構進行外部市場薪酬調研，進行區域、行業、同崗位薪酬精準對標，並以此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；同時已建立信息化的全面員工薪酬檔案和業務薪酬一體化管理機制。報告期內，依據「以崗定級、以級定薪、易崗易薪」的「金蝶哲學」和「付薪理念」，我們構建薪酬貢獻匹配模型，持續保持人力資源選、育、用、留全流程的健康流動。我們優化《薪酬管理辦法》《薪酬操作手冊》，發佈《金蝶薪酬核算發放管理辦法》，進一步規範薪酬核算發放管理，完善薪酬核算發放流程，確保薪酬核算發放安全合規、精準高效。

績效管理

金蝶國際持續推動績效管理標準體系建設，全面推廣任職標準在績效管理各環節的應用，並定期開展績效培訓，以提高管理者的工作效率和溝通技巧。報告期內，我們對標行業最佳實踐，依據《金蝶績效管理辦法（2024）》優化績效目標設置及管理，進一步完善以責任貢獻為導向的評價體系。我們持續開展員工績效輔導並制定個性化績效提升計劃，同時，完善績效申訴流程，確保績效考核的公平、公正和客觀性，持續優化績效管理體系。

績效目標管理

金蝶國際通過對標行業最佳實踐，推行全體幹部季度OKR目標管理機制，進一步優化組織KPI及個人KPI考核方案，並構建聚焦職位年度責任貢獻的職位指標庫，以進一步完善集團績效目標管理。

Remuneration Management

Kingdee International regularly conducts external market salary surveys through third-party organizations, ensuring precise salary comparisons across regions, industries, and equivalent job roles. These benchmarks serve as the basis for salary adjustments, ensuring that Kingdee's compensation remains competitive within the industry. Additionally, we have established a digitalized, comprehensive employee salary database and an integrated salary management system. During the reporting period, in line with the Kingdee Philosophy of “position-based grading, grade-based compensation, and flexible adjustment,” we developed a compensation-contribution matching model, continuously ensuring healthy employee flow across recruitment, development, deployment, and retention. We have optimized the *Compensation Management Guidelines* and the *Compensation Operation Manual*, and issued the *Kingdee Compensation Calculation and Distribution Management Guidelines* to further standardize the salary calculation and distribution process, improve the salary calculation and distribution workflow, and ensure the safety, compliance, accuracy, and efficiency of salary calculations and distributions.

Performance Management

Kingdee International continues to advance performance management standardization, integrating job qualification standards into all aspects of performance evaluation while conducting regular performance training to improve managerial efficiency and communication skills. During the reporting period, we benchmarked industry best practices and optimized performance goal setting and management under the *Kingdee Performance Management Measures (2024)*, further refining an evaluation system based on accountability and contribution. We also implemented ongoing employee performance coaching and personalized improvement plans, while enhancing the performance appeal process to ensure fairness, objectivity, and transparency in evaluations, continuously improving the performance management framework.

Performance Goal Management

Kingdee International benchmarks industry best practices and has introduced a quarterly OKR goal management mechanism for all executives. Additionally, we have also optimized organizational KPI and individual KPI assessment models while developing a position indicator database focused on annual responsibility and contribution to enhance corporate performance goal management.

- 優化組織KPI與個人KPI。強化全員損益和擔當意識，按責任中心（利潤中心、投資中心、費用中心），從規模（收款和收入）、盈利（利潤和費用）兩個維度設置組織關鍵績效指標。同時，聚焦個人價值創造，根據職位指標庫、部門關鍵任務、角色關鍵任務設置個人關鍵績效指標。

- Optimizing Organizational & Individual KPI Management: We reinforced profit and accountability awareness across all employees. Key organizational KPIs were established based on responsibility centers (Profit Centers, Investment Centers, Expense Centers), with a dual focus on scale (collections and revenue) and profitability (profit and expenses). At the same time, we focused on individual value creation by setting personal KPIs based on the position indicator database, department key tasks, and role-specific responsibilities.

績效評估與反饋

金蝶國際定期開展全員績效評估，通過持續的計劃、實施、檢查和改進，推動組織KPI和個人KPI的達成。組織KPI按月度進行監控和管理，鼓勵跨部門溝通與協作，提出改進策略和行動計劃並推動實施。個人KPI按周、月、季度進行檢查，重點評估個人獨立貢獻是否與職位對應的工作內容和職級要求的貢獻要求相匹配。對於達成或超越預期的給予肯定，並鼓勵挑戰更高目標；對於未達預期的，幹部需協助員工反思，制定績效改進計劃，並提供輔導與支持，幫助員工提升崗位勝任力，推動個人KPI的達成。

Performance Evaluation and Feedback

Kingdee International conducts regular group-wide performance evaluations, driving the achievement of organizational KPIs and individual KPIs through continuous planning, implementation, review, and improvement. Organizational KPIs are monitored and managed on a monthly basis, encouraging cross-departmental communication and collaboration, proposing improvement strategies and action plans, and ensuring their implementation. Individual KPIs are reviewed weekly, monthly, and quarterly, with a focus on evaluating whether an employee's independent contributions align with their job responsibilities and the contribution requirements of their role and level. Employees who meet or exceed expectations are recognized and encouraged to aim for higher goals, while those who fall short receive managerial support in reflection, performance improvement planning, coaching, and skill development to help them enhance their job competency and achieve their personal KPIs.

2024年內
In 2024

參與定期績效目標設定、評估與反饋的員工比例：
Percentage of employees receiving regular performance goal setting, assessment, and feedback:

100%

績效申訴

績效結果公佈後，如員工對績效得分或績效等級有異議的，可在規定時間內向人力資源部提交書面申請，並補充證據材料。人力資源部收到績效申訴後，組織進行調查取證，核查申訴內容的真實性。若申訴內容不屬實，維持原考核結果；若申訴內容屬實，則按考核流程重新進行考核，結果調整將審批至總裁，將考核結果知會申訴人。報告期內，績效申訴解決率100%。

Performance Appeals

After performance results are announced, employees who disagree with their scores or ratings may submit a written appeal with supporting evidence to the Human Resources Department within the designated timeframe. Upon receiving an appeal, Human Resources Department conducts an investigation to verify the accuracy of the claim. If the appeal is found to be invalid, the original assessment will stand; if the appeal is valid, the performance review will be reassessed according to the evaluation process, with the final result subject to approval by the President before notifying the employee of the revised outcome. During the reporting period, the performance appeal resolution rate was 100%.

績效結果應用

績效等級在員工激勵和發展上應用並體現差異化，如年度績效獎金、超額激勵、優秀評選、調薪、職級晉升等，完善價值貢獻、價值評價、價值分配的管理循環，牽引員工實現高績效，從而實現組織的商業成功。

Application of Performance Results

Performance ratings are applied to employee incentives and career development with differentiation, impacting areas such as annual performance bonuses, overachievement incentives, recognition awards, salary adjustments, and promotions. This structured approach to value contribution, evaluation, and distribution drives employees toward high performance, ultimately contributing to the organization's business success.

- 對標行業最佳實踐。通過研究英特爾、華為、騰訊等業界標杆公司的OKR最佳實踐，針對全體幹部設置季度OKR目標管理機制。通過設定明確的目標和關鍵結果，幫助幹部更好地了解自身以及團隊的工作方向和重點，確保全員朝著集團戰略及經營目標努力。

- Benchmarking Industry Best Practices: We conducted research on OKR methodologies from industry leaders such as Intel, Huawei, and Tencent. Based on these insights, we implemented a quarterly OKR goal management mechanism for all executives, ensuring clear objectives and key results that align with corporate strategy and operational goals.

3.3.4 員工激勵

金蝶國際秉持「奮鬥最美，絕不虧待奮鬥者」的理念，建立包括物質和精神回報在內的多元化激勵體系，激發員工使命感和榮譽感。報告期內，我們發佈《金蝶2024年度激勵辦法》《2024年金蝶優秀評選與獎勵辦法》，設立訂閱超額獎和利潤超額獎，以價值創造為導向，激發全員大膽突破，勇於創新，共享發展成果。

榮譽激勵

本集團每年開展評優活動，為優秀的員工和團隊提供榮譽激勵。報告期內，我們共評選出4項優秀創新獎、19項微創新獎、2項產品質量金獎、3項交付突破獎、3項流程標杆獎、10位十大經理人、10位十大員工等內部榮譽獎項。集團大力鼓勵員工開展AI創新，年度內創新獎的所有成果均聚焦「AI」方向。

股權激勵

本集團持續採用購股權計劃和股份獎勵計劃作為長期激勵工具，構建與集團共享收益、共擔風險的激勵機制。激勵計劃覆蓋集團高貢獻人群，包括核心技術人才、業務骨幹及管理層，授予的股份在人員在職且考核績效達標時解鎖，並分4年歸屬。這種長期激勵機制不僅有助於吸引和保留優秀人才，也能夠促進集團可持續發展，實現員工與集團的共同成長。

3.4 員工福利與關懷

金蝶國際秉持「一個金蝶，一個家」的理念，為員工提供全面多元的福利與關懷，暢通溝通渠道，傾聽員工意見與訴求，關心員工的事業、理想和追求。集團組織豐富多樣的主題活動，營造積極向上的企業文化，增強團隊凝聚力，讓員工心中有理想，腳下有力量。

3.3.4 Employee Incentives

Kingdee International upholds the principle of “anyone who strives is beautiful, and we never shortchange those who strive”. We have established a diversified incentive system that includes both financial and non-financial rewards, fostering employee motivation and a strong sense of purpose and honor. During the reporting period, we issued the *Kingdee Incentive Scheme 2024* and the *Kingdee Excellence Selection and Reward Scheme 2024*, introducing Subscription Overachievement Award and Profit Overachievement Award. These incentives are value-driven, encouraging employees to push boundaries, innovate boldly, and share in the group’s success.

Honorary Recognition

The Group conducts an annual excellence recognition program to honor outstanding employees and teams. During the reporting period, we awarded four Excellence in Innovation Awards, 19 Micro-Innovation Awards, two Product Quality Gold Awards, three Delivery Breakthrough Awards, three Process Benchmarking Awards, Top Ten Managers, and Top Ten Employees. Kingdee actively encourages AI innovation, with all innovation awards in 2024 focused on AI advancements.

Equity Incentives

The Group continues to implement stock option plans and share award plans as long-term incentive tools, creating a shared-reward and shared-risk mechanism aligned with the Group’s long-term growth. Through equity incentives, we closely link employees’ personal development with the Group’s strategic goals, fostering a strong sense of ownership and innovation. The incentive plan targets high-contribution employees, including core technical talent, key business personnel, and management teams. Granted shares vest over four years and are unlocked only if employees remain with the group and meet performance evaluation standards. This long-term incentive mechanism not only helps attract and retain top talent but also promotes the Group’s sustainable growth, ensuring mutual success for employees and the group.

Employee Benefits and Well-being

Kingdee International upholds the philosophy of “One Kingdee, One Family”, providing employees with a comprehensive and diverse benefits and well-being program. We maintain open communication channels to listen to employees’ concerns and aspirations, supporting their careers, aspirations, and personal development. The Group organizes a variety of themed activities, fostering a positive corporate culture and strengthening team cohesion, ensuring that employees are motivated and inspired.

3.4.1 員工福利體系

金蝶國際建立覆蓋全員的福利體系，提供全面多元的員工關懷與支持。我們依法為所有員工繳納五險一金，並督促派遣公司和外包公司為派遣或外包員工辦理繳納。除法定福利外，我們制定《金蝶員工福利手冊》《總部員工生日券使用指南》等內部制度，提供優於法定標準的特色福利，提高員工幸福感。

3.4.1 Employee Benefits System

Kingdee International has established a comprehensive benefits system for all employees, providing extensive care and support. We fully comply with legal requirements, providing five social insurance and housing funds for all employees, and ensure that staffing and outsourcing companies fulfill these obligations for dispatched and outsourced staff. In addition to statutory benefits, we have introduced internal policies, including the *Kingdee Employee Benefits Manual* and the *Guidelines for Using Birthday Vouchers for Headquarters Employees*, offering above-standard benefits to enhance employee well-being and job satisfaction.

金蝶國際員工福利體系

Kingdee International Employee Benefits System

法定福利 Statutory Benefits	五險一金 Five social insurances and one housing fund	養老保險、醫療保險、工傷保險、失業保險、生育保險、住房公積金 Pension Insurance, Medical Insurance, Work Injury Insurance, Unemployment Insurance, Maternity Insurance, Housing Provident Fund
	帶薪休假 Paid Leave	法定節假日、產假、陪產假、節育假、育兒假、婚假、喪假、帶薪病假、法定年休假、調休假、婦女節半日假 Statutory holidays, Maternity Leave, Paternity Leave, Family Planning Leave, Parental Leave, Marriage Leave, Bereavement Leave, Paid Sick Leave, Statutory Annual Leave, Compensatory Leave, Half-Day Leave for Women's Day
金蝶特色福利 Kingdee Exclusive Benefits	保險與健康 Insurance and Health	商業保險、自購保險優惠、年度體檢、中醫理療、健康講座 Commercial Insurance, Discounts on Personal Insurance, Annual Health Check-ups, Traditional Chinese Medicine Therapy, Health Seminars
	節日與關鍵時刻 Festivals and Key Moments	節日禮包和祝福：春節、婦女節、端午節、中秋節、生日、結婚、喬遷、生子、入職週年 Holiday gift packages and greetings: Spring Festival, Women's Day, Dragon Boat Festival, Mid-Autumn Festival, Birthday, Wedding, Housewarming, Child Birth, Work Anniversary
	出行與生活 Transportation and Lifestyle	通勤班車、員工食堂、健身設施、私密母嬰室、員工愛心互助基金會 Commuter Shuttle, Staff Canteen, Fitness Facilities, Private Nursing Rooms, Employee Mutual Aid Fund

報告期內 During the reporting period	為員工提供愛心基金：50 萬元
	Mutual aid fund for employees: RMB 500,000

3.4.2 暢通溝通渠道

金蝶國際重視員工的滿意度、敬業度與幸福感，尊重並鼓勵員工自由表達意見和建議。我們通過形式多樣且高效的溝通機制，搭建員工之間、員工與管理層之間的溝通橋樑，傾聽員工心聲和訴求，並根據員工反饋和建議進行優化調整，創造平等開放和諧的溝通氛圍。

民主溝通

我們於2007年成立金蝶國際員工委員會，致力於促進集團內部平等、民主氛圍建設，並於2022年成立金蝶國際工會，組建第一屆工會委員會，拓寬員工參與上級工會活動的渠道。報告期內，員工委員會核心成員多次參與集團制度修訂、節日福利品採購、體檢項目供應商評審、食堂供應商菜品優化、開展端午、中秋等傳統節慶活動等工作，惠及全體金蝶人。

我們建立多元化的民主溝通渠道，包括職工代表大會、員工座談會、心聲社區及線上即時通訊平台等，並提供申訴舉報渠道⁹，創新性地設計員工滿意度調查，持續監測員工滿意度與敬業度。

心聲社區 Employee Voice Community

心聲社區是金蝶促進員工溝通與分享的平台，由人力資源部統籌管理，每月形成專項運營報告，及時總結與了解員工真實心聲和訴求。心聲社區鼓勵員工提供有利於組織和個人共同發展的合理化建議、有益的信息分享和真實感悟，促進思想交流與觀點碰撞，支持實名或匿名發言。報告期內，我們優化《心聲公約》以規範社區秩序，累計收到發帖9,884條，其中關於管理思考、產品或員工基礎服務的有效建議2,278條。同時，我們圍繞心聲社區中的熱點話題，舉辦高管面對面座談會，積極回應員工關切，推動管理優化與服務提升。

3.4.2 Enhancing Communication Channels

Kingdee International values employee satisfaction, engagement, and well-being, respecting and encouraging free expression of opinions and suggestions. Through diverse and efficient communication mechanisms, we establish bridges between employees and management, actively listening to feedback and implementing improvements to foster an open, inclusive, and harmonious workplace environment.

Democratic Communication

Kingdee established the Kingdee International Employee Committee in 2007 to promote an equal and democratic internal culture and launched the Kingdee Union in 2022, forming its first Union Committee to expand employee participation in higher-level union activities. During the reporting period, core members of the Employee Committee participated in policy revisions, festival gift procurement, health check supplier evaluations, and cafeteria menu improvements, as well as organizing Dragon Boat Festival and Mid-Autumn Festival celebrations, benefiting all employees.

We have developed diverse communication channels, including the Employee Representative Congress, Employee Forums, Employee Voice Community and Online Instant Messaging Platforms, while also providing grievance and reporting channels⁹. Additionally, we introduced the Employee Satisfaction Survey to continuously track and monitor employee engagement and satisfaction.

A dedicated communication and sharing platform managed by Human Resources Department, generating monthly operational reports to analyze and summarize employee feedback. Employees are encouraged to submit constructive suggestions, information sharing, and personal reflections in a transparent and interactive environment, with the option to post anonymously or under their real name. During the reporting period, the *Employee Voice Community Convention* was optimized to maintain community order. A total of 9,884 posts were received, including 2,278 valid suggestions on management, product improvement, and employee services. In response to trending topics within the community, executive face-to-face forums were held to address employee concerns, driving management optimization and service enhancement.

員工滿意度調查

金蝶國際每年定期開展員工滿意度調查，全面了解員工的工作投入度、認同感和滿意度，以及對集團發展和運營管理等方面的想法和建議，調查結果將作為集團管理改進的重要參考，推動內部開放溝通，營造持續進步的工作環境。

2024年，我們通過內部問卷系統面向全員開展匿名的年度滿意度調查，主要圍繞工作環境與氛圍、組織文化、激勵與職業發展、團隊協作、工作支持、薪資福利等維度，近1.1萬名員工參與調研。

2024年度 In 2024	高管面對面座談會場次： Number of executive roundtable discussions:	2	員工滿意度分數： Employee satisfaction score:	87.08
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3.4.3 平衡工作與生活

金蝶國際注重員工工作與生活的平衡，舉辦文化、運動及家庭類活動，豐富員工業餘生活。每年，我們圍繞元宵、端午、中秋、冬至四大傳統節日開展主題活動，報告期內，單場次活動參與人數超800人。結合企業特色，我們持續舉辦程序員節、健康K計劃、雲派對、迎新節等活動。2024年新增「一個金蝶一個家」系列活動，邀請員工及家屬參觀金蝶，體驗金蝶文化氛圍。當前，集團共設立16個員工文體協會，已舉辦近1,200場活動，舉辦包括KBA、王者榮耀聯賽、金蝶足球歐洲杯等大型主題活動和賽事，累計開展近1,200場協會活動，覆蓋超25,000+人次。



Employee Satisfaction Survey

Kingdee International conducts an annual employee satisfaction survey to comprehensively understand employee engagement, sense of belonging, and satisfaction, along with opinions and suggestions on corporate development and operations. The results serve as an important reference for management improvement, promoting open internal communication and fostering a progressive work environment.

In 2024, we conducted an anonymous group-wide satisfaction survey via an internal questionnaire system, covering work environment and atmosphere, organizational culture, motivation and career development, teamwork, work support, and compensation and benefits. Nearly 11,000 employees participated in the survey.

3.4.3 Work-Life Balance

Kingdee International values work-life balance, organizing cultural, sports, and family-oriented activities to enrich employees' leisure time. Each year, we host themed events for four major traditional festivals—Lantern Festival, Dragon Boat Festival, Mid-Autumn Festival, and Winter Solstice—with over 800 participants per event during the reporting period. Aligned with Kingdee's corporate culture, we continue to organize events such as Programmer's Day, Health K Plan, Cloud Parties, and the New Year Festival. In 2024, we introduced the "One Kingdee, One Family" series of activities, inviting employees and their families to visit Kingdee and experience its corporate culture. Currently, the Group has established 16 employee sports and cultural associations, hosting nearly 1,200 events, including major tournaments such as KBA (Kingdee Basketball Association), the "King of Glory" Esports, and the Kingdee Football European Cup. These activities have engaged over 25,000 participants.

⁹ 員工申訴舉報渠道及程序相關內容詳見「3.2.2 員工申訴與舉報」小節。
For details on employee grievance reporting channels and procedures, please refer to section“ 3.2.2 Employee grievance and reporting.”

案例：金蝶國際健康K計劃 Case: Kingdee International “Health K Plan”

2024年，我們繼續舉辦面向全體員工的「健康K計劃」活動。本次活動參與人次達16,732，達成161,198公里運動目標，里程數較去年增長65%。在活動期間：

In 2024, Kingdee continued its “Health K Plan”, a group-wide wellness initiative. This year's event engaged 16,732 participants, achieving a collective exercise milestone of 161,198 km, marking a 65% increase from the previous year. During the event:

- 全國17個組織參與金蝶世界家庭日徒步，邀請外部144位家屬、客戶、夥伴共同參與；
17 Kingdee regional teams participated in the Kingdee World Family Day Hiking, joined by 144 external family members, clients, and partners.
- 全國11個組織參與金蝶世界環保日徒步，幫助4個北京北海公園同等面積的戶外綠地恢復整潔；
11 Kingdee regional teams joined the Kingdee World Environment Day Hiking, helping restore public green spaces equivalent in area to four times that of Beijing's Beihai Park.
- 籃球協會通過參與「南方政企杯」「高新區杯」等外部籃球賽事接力K計劃，榮獲「高新區杯」季軍。
The Kingdee Basketball Association took part in external tournaments, including the “Southern Government-Enterprise Cup” and “High-Tech Zone Cup”, earning third place in the latter.



員工DIY手工藝術龍燈活動 Employee DIY Handcrafted Dragon Lantern Activity



「舞韻瑜伽」專項體驗 “Rhythmic Dance Yoga” Special Experience



「鯉魚躍龍門」項目 “Carp Leaping Over the Dragon Gate” Program



3.5 職業健康與安全

金蝶國際高度重視員工健康與安全，持續優化職業健康與安全管理體系，通過完善制度、強化風險管控和提供健康服務等舉措，全方位保障員工身心健康，營造安全、舒適的工作環境。

3.5.1 職業健康安全管理

金蝶國際嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》《中華人民共和國消防法》等相關法律法規，依據ISO 45001標準建立覆蓋全員的職業健康與安全管理體系，制定併發布適用於全體員工（含兼職及臨時員工）、供應商與其他合作夥伴的《職業健康與安全政策》，承諾在所有運營區域保障每位員工及相關方的健康與安全。自2021年11月通過ISO 45001認證以來，集團職業健康與安全管理體系保持穩定有效運行，並於2024年順利完成復審。

我們已建立自上而下的職業健康與安全管理組織架構，董事會下屬戰略與可持續發展委員會作為最高決策機構，負責定期審查EHS政策執行情況，監督並確保目標的實現，持續提升管理水平與效能。此外，我們積極推動員工參與職業健康與安全管理的全流程中，包括職業健康與安全政策、管理體系、應急計劃的制定與實施，增強全員安全管理能力。

3.5.2 保障員工健康

金蝶國際嚴格遵守《工作場所職業衛生監督管理規定》《職業病危害項目申報管理辦法》《用人單位職業健康監護監督管理辦法》等法律法規，定期開展職業健康與安全風險評估，通過專項管理措施來盡可能消除或降低職業健康與安全風險，切實保障員工健康。

Occupational Health and Safety

Kingdee International places great importance on employee health and safety, continuously optimizing its occupational health and safety management system. Through policy improvements, risk management measures, and health services, we provide comprehensive protection for employees' physical and mental well-being, ensuring a safe and comfortable work environment.

3.5.1 Occupational Health and Safety Management

Kingdee International strictly complies with the *Work Safety Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, the *Fire Control Law of the People's Republic of China*, and other relevant laws and regulations. In accordance with ISO 45001 standards, we have established a group-wide occupational health and safety management system, formulating and publishing the *Occupational Health and Safety (OHS) Policy*, which applies to all employees (including part-time and temporary employees), suppliers, and other business partners. We are committed to ensuring the health and safety of all employees and stakeholders across all operational areas. Since obtaining ISO 45001 certification in November 2021, our OHS management system has remained stable and effective, successfully passing the recertification audit in 2024.

We have established a top-down occupational health and safety (OHS) management structure. The Strategy and Sustainable Development Committee under the Board of Directors serves as the ultimate decision-making body, responsible for regularly reviewing the implementation of EHS (Environmental, Health, and Safety) policies, overseeing target achievement, and driving continuous improvements in management performance and effectiveness. Additionally, we actively encourage employee participation in all aspects of occupational health and safety management, including the formulation and implementation of policies, management systems, and emergency response plans, enhancing group-wide safety management capabilities.

3.5.2 Ensuring Employee Health

Kingdee International strictly complies with the *Regulations on the Supervision and Management of Occupational Health in Workplaces*, the *Measures for the Declaration of Occupational Disease Hazard Items*, and the *Measures for the Supervision and Management of Occupational Health Surveillance for Employers*, among other laws and regulations. We conduct regular occupational health and safety risk assessments, implementing specialized management measures to eliminate or reduce risks, effectively ensuring employee health and well-being.

職業健康與安全風險評估

本集團定期開展職業健康與安全風險與危害評估，針對不同風險制定對應管控舉措，採用「策劃—實施—檢查—改進(PDCA)」循環模式持續降低安全風險並改進EHS績效，切實保障員工的健康與安全。

我們每月進行一次內部督導自查，每年進行一次項目整體安全運行管理及質量檢查。每月自查內容包括安全防護用品的熟悉與管理、手持工具及作業工具的合規性、現場作業安全性等，同時對園區設施設備的正常運行進行質量安全檢查。

應急管理與安全演習

本集團持續加強安全事件應急管理，制定《安全生產責任制度》《突發事件處理辦法》等內部制度文件，並結合所識別風險因素制定應急預案與應急措施。

我們定期組織全體員工開展安全演習，提高員工應對突發事故的處置能力。2024年度，我們在《火災回應與處置應急措施》《電梯故障應急處理預案》《治安事件應急預案》等系列安全應急制度的指導下開展24次應急演練與培訓，涵蓋火災、電梯故障、治安事件、防汛等多個場景，同時包含燃氣安全、消防疏散與消防設備使用、CPR急救等方面的培訓。



消防演習
Fire Drill



消防設備使用培訓
Fire Equipment Usage Training

Occupational Health and Safety Risk Assessment

The Group regularly conducts occupational health and safety risk and hazard assessments, formulating corresponding control measures for different risks. By adopting the “Plan-Do-Check-Act (PDCA)” cycle model, we continuously reduce safety risks and improve EHS performance, ensuring the health and safety of employees.

We conduct monthly internal supervision and self-inspections and perform annual comprehensive safety operations and quality inspections for all projects. Monthly self-inspections cover familiarity with and management of safety protective equipment, compliance of handheld tools and operational equipment, and on-site operational safety. Additionally, we conduct quality and safety inspections to ensure the normal functioning of park facilities and equipment.

Emergency Management and Safety Drills

The Group continuously enhances emergency management for safety incidents, establishing internal policies such as the *Work Safety Accountability System* and the *Emergency Handling Procedures*. We have also developed emergency response plans tailored to identified risk factors.

We regularly organize safety drills for all employees to enhance their ability to respond to emergencies. In 2024, guided by policies such as the *Fire Response and Disposal Emergency Measures*, the *Emergency Response Plan for Lift Failures*, and the *Emergency Response Plan for Public Security Incidents*, we organized 24 emergency drills and training sessions, covering scenarios such as fires, elevator failures, public security incidents, and flood prevention. Additionally, we provided training on gas safety, fire evacuation and equipment usage, and CPR first aid.



CPR急救培訓
CPR First Aid Training

治安事件應急演練與培訓
Public Security Incident Emergency Drills and Training

職業健康與安全培訓

本集團定期面向全體員工開展職業健康與安全急救培訓，通過实操教學、知識培訓、日常宣貫等方式提高員工安全素養。報告期內，我們組織開展2次CPR实操教學及多項醫療急救知識培訓，進一步豐富員工健康與安全知識，強化員工急救技能。

健康與安全設施和服務 Health and Safety Facilities and Services

AED設備 AED Device

我們在辦公場所配備AED設備，持續完善急救設施的覆蓋與維護，確保關鍵時刻能夠及時救助。
AED devices are installed in office areas, ensuring comprehensive coverage and regular maintenance to provide prompt assistance during emergencies.

健康服務中心理療室 Health Service Center Physiotherapy Room

我們以優於市場價格引入優質理療供應商，員工可自行在雲之家預約理療，預約後自行前往健康服務中心享受服務。報告期內，共開展78期理療活動，服務員工836人次。
We introduced high-quality physiotherapy services at preferential rates, allowing employees to book sessions via the “Cloud Hub” platform and visit the Health Service Center for treatment. During the reporting period, we conducted 78 physiotherapy sessions, serving 836 employees.

年度體檢 Annual Health Check-ups

我們面向全體員工提供年度體檢，推出三套免費方案供員工選擇。
We offer annual health check-ups for all employees, providing three free plan options to choose from.

金蝶員工口腔義診 Kingdee Employee Dental Check-up

報告期內，我們開展2次「金蝶員工口腔義診」活動，免費為金蝶員工提供口腔檢查。
During the reporting period, we held two “Kingdee Employee Dental Check-up” sessions, offering free mouth check-ups for employees.

Occupational Health and Safety Training

The Group regularly conducts occupational health and safety first aid training for all employees, enhancing safety awareness through hands-on teaching, knowledge training, and daily awareness programs. During the reporting period, we organized two CPR practical training sessions and multiple medical first aid training programs, further enriching employees' health and safety knowledge and strengthening emergency response skills.

3.6 參與社區公益

Community Engagement and Public Welfare

金蝶國際積極履行社會責任，鼓勵員工投身公益事業，在教育發展、環境保護、健康守護和體育支持等領域開展多項公益活動。我們通過實際行動助力可持續發展，為構建更美好的未來貢獻力量。

教育發展

教育是可持續發展的希望。金蝶國際關注教育公平和青少年成長，通過公益助學活動、愛心捐贈等方式積極推動教育公益事業，助力青少年成長。

Kingdee International actively fulfills our corporate social responsibility, encouraging employees to participate in public welfare initiatives across education, environmental protection, health, and sports support. Through practical actions, we contribute to sustainable development and a better future.

Education Development

Education is the help of sustainable development. Kingdee International is dedicated to promoting educational equity and supporting youth development. We actively advance educational philanthropy through scholarship programs and charitable donations, contributing to the growth and development of young people.

報告期內，我們： During the reporting period, we:	公佈立項 149 個產學合作協同育人項目和 53 個產學合作就業育人項目，經費支持超過 100 萬元； Announced 149 industry-academia collaboration education projects and 53 industry-academia employment training projects, with over RMB 1 million in funding support.
	為數萬名師生培訓數字技能，幫助近 1,000 名學生進入企業數字化職業； Provided digital skills training to tens of thousands of teachers and students, helping nearly 1,000 students transition into digital careers.
	向中國教育發展基金會捐贈 200 萬元； Donated RMB 2 million to the China Education Development Foundation.
	向杭州電子科技大學，捐贈 10 萬元，共建智能財務聯合實驗室；向上海第二工業大學捐贈 20 萬元； Donated RMB 100,000 to Hangzhou Dianzi University for the establishment of an Intelligent Finance Joint Laboratory, and RMB 200,000 to Shanghai Polytechnic University.
	向目標脫貧地區捐贈 29 臺助學電腦。 Donated 29 computers to underprivileged regions to support education initiatives.

向目標脫貧地區捐贈助學電腦

Donation of Educational Computers to Targeted Poverty Alleviation Areas



案例：「益」路同行，「車票計劃」愛心助學行動再次揚帆起航

Case: "Charity" Along the Way — The "Ticket Project" Scholarship Initiative Sets Sail Again

2024年8月24日，安徽金蝶「車票計劃」公益助學活動再次激活，這是安徽金蝶與向日葵公益助學服務中心聯合開展公益助學行動的第五年，也是安徽金蝶踏上公益之路的第八年。「車票計劃」是安徽金蝶回應國家教育扶貧號召，助力貧困學生接受高等教育的公益項目。通過為結對且考取大學的貧困學子提供上學車票、行李箱等助學禮品，用行動助力夢想。

On August 24, 2024, Kingdee Anhui relaunched the "Ticket Project" public welfare scholarship initiative in collaboration with the Sunflower Public Welfare Education Support Center. This marks the fifth consecutive year of the Ticket Project and the eighth year of Kingdee Anhui's commitment to philanthropy. The Ticket Project is a charitable initiative supporting underprivileged students in pursuing higher education, aligning with China's educational poverty alleviation strategy. Through this program, Kingdee Anhui provides travel tickets, suitcases, and other essential school supplies to disadvantaged students who have been admitted to universities, helping them realize their academic dreams.



今年，安徽金蝶愛心團隊再次攜手公益組織及六安市金寨縣當地學校老師一同走進金寨縣、葉集區等地，為考取優異大學的貧困學子送去溫暖與希望。

This year, the Kingdee Anhui Volunteer Team, in partnership with local charities and teachers from Jinzhai County and Yeji District, visited various regions in Liu'an City, delivering warmth and hope to students who have been accepted into top universities.

案例：《知識來了》走進金蝶軟體園，青少年商標知識課堂開講

Case: "Knowledge Comes" Arrives at Kingdee Software Park – Youth Trademark Knowledge Lecture

2024年4月26日世界知識產權日當天，由深圳市市場監督管理局（知識產權局）指導，深圳晚報社打造的情景式知識產權網上課堂《知識來了》第四季第四期來到金蝶軟體園。參與活動的深圳市龍崗區布吉中學學生與金蝶集團知識產權專家共同探尋和學習商標的相關知識，提升知識產權保護意識。

On April 26, 2024, World Intellectual Property Day, the scenario-based online intellectual property education program Knowledge Arrives, produced by Shenzhen Evening News under the guidance of the Shenzhen Administration For Market Regulation Regulation (Shenzhen Intellectual Property Administration), held its Season 4, Episode 4 at Kingdee Software Park. Students from Buji Middle School in Longgang District, Shenzhen, participated in the event, joining intellectual property experts from Kingdee Group to explore and learn about trademarks, further strengthening their awareness of intellectual property protection.



環境保護

環境是可持續發展的基石。金蝶國際鼓勵員工參與綠色公益活動，通過社區清潔、垃圾分類宣傳等環保實踐提升社區生態質量，共築綠色家園。

Environmental Protection

The environment is the foundation of sustainable development. Kingdee International encourages employees to participate in green public welfare activities, improving community ecological quality through initiatives such as community clean-ups and waste classification awareness campaigns, collectively building a greener future.

案例：金蝶世界環保日徒步公益活動

Case: Kingdee World Environment Day Hiking Charity Event

2024年「健康K計劃」設置「金蝶世界環保日徒步」等公益活動，倡導員工到所在地綠地徒步並清檢垃圾，金蝶集團10餘個組織參與。

As part of the 2024 “Health K Plan”, the “Kingdee World Environment Day Hiking” initiative was organized, encouraging employees to walk in local green spaces while collecting litter. Over ten Kingdee regional teams participated in this environmental protection effort, promoting sustainability and community engagement.



→ 金蝶綠廊
Kingdee Greenways

← 金蝶社區公園
Kingdee Community Garden

健康守護

金蝶國際倡導健康生活方式，通過健康宣傳、公益助醫活動、愛心捐贈等方式促進社區提高健康意識。

Health Awareness and Support

Kingdee International promotes a healthy lifestyle by raising health awareness through public health campaigns, medical charity initiatives, and donations to support community well-being.

案例：金蝶「積善行，思利他」無償獻血公益活動

Case: Kingdee “Acts of Kindness, Thinking for Others” Voluntary Blood Donation Campaign

2024年6月12日，在第20個世界獻血者日來臨之際，金蝶發起了「積善行，思利他」系列獻血宣傳活動，40餘名員工參與無償獻血。當天傍晚，騎行協會發起了「為健康騎行，為生命加油」的騎行活動，以騎行的方式全程展示獻血宣傳語，讓更多市民了解無償獻血。

On June 12, 2024, in celebration of the 20th World Blood Donor Day, Kingdee launched the “Acts of Kindness, Thinking for Others” blood donation awareness campaign, with over 40 employees participating in voluntary blood donation. That evening, the Cycling Association organized the “Ride for Health, Boost Life” cycling event, where participants cycled through the city, displaying blood donation messages to raise awareness and encourage more citizens to participate in voluntary blood donation.



體育支持

金蝶國際積極傳播體育精神，通過參與賽事組織、開展社區健身活動等方式，以體育為紐帶，促進社區居民提升健康意識和生活質量。

Sports Support

Kingdee International actively promotes the spirit of sports, enhancing community health and quality of life by organizing and supporting sports events and fitness activities.

案例：金蝶助力深圳市企業賽艇友誼賽

Case: Kingdee Supports the Shenzhen Enterprises Rowing Friendly Match

2024年5月18日，由南山區人民政府主辦的第二屆深圳市企業賽艇友誼賽成功舉辦，吸引了包括金蝶在內的10家知名企業組成11支隊伍參賽。金蝶深度參與賽事組織工作，在籌備期間投入大量資源，全程協助策劃、組織參賽人員及資源協調，保障賽事順利進行，並憑藉卓越的組織能力榮獲「優秀組織獎」，為企業間的交流合作搭建了平台。

On May 18, 2024, the Second Shenzhen Enterprises Rowing Friendly Match, hosted by the People's Government of Nanshan District, was successfully held, attracting 11 teams from ten well-known enterprises, including Kingdee. Kingdee played a key role in organizing the event, dedicating substantial resources to planning, coordinating participants, and managing logistics to ensure a smooth competition. For its exceptional organizational efforts, Kingdee was awarded the “Outstanding Organization Award”, providing a platform for corporate exchange and collaboration.



04 建設自己，修復與環境的關係

Building Ourselves and Restoring the Relationship with the Environment

我們的理念：

金蝶國際致力於降低運營對環境的依賴和影響，秉持“建設自己，修復與環境的關係”的哲學理念，積極回應國際國內碳中和戰略，將綠色發展融入運營全過程，把握氣候機遇并發展清潔技術，推動科技與自然和諧共生，實現集團發展與生態文明建設的有機融合。

Our Philosophy:

Kingdee International is committed to reducing the dependence and impact of its operations on the environment. Upholding the philosophy of “Building Ourselves and Restoring the Relationship with the Environment” we actively respond to international and domestic carbon neutrality strategies, integrating green development into our entire operational processes, seizing climate opportunities and develop clean technologies, promote the harmonious coexistence of technology and nature, and achieve the organic integration of our corporate development and ecological civilization.



4.1 完善環境管理
Improving Environment Management

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4.2 應對氣候變化
Addressing Climate Change

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4.3 能源管理
Energy Management

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4.4 水資源管理
Water Source Management

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4.5 排放與廢棄物管理
Emission and Waste Management

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4.6 綠色建築
Green Building

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4.1 完善環境管理

金蝶國際嚴格遵循《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國固體廢物污染環境防治法》等法律法規及運營所在地的環境要求，制定《環境政策》《園區環境管理與資源節約制度》等制度規範，持續完善環境管理體系。我們通過建立完善的環境管理架構，嚴格落實各層級環境管理責任；開展環境風險評估，強化風險管控；組織全員環保培訓，提升員工環保意識等舉措，系統性提升環境績效，最大限度降低運營對環境的影響。

4.1.1 優化環境管理體系

金蝶國際依照ISO 14001環境管理體系標準建立并不斷完善環境管理體系，定期根據內外部要求及需求變化修訂環境相關政策制度文件。報告期內，深圳園區完成ISO 14001體系複審認證；北京園區首次通過ISO14001體系認證；上海園區更新系列環境管理SOP文件；長沙園區優化環境管理流程，進一步提升環境管理的標準化和規範化水平。

環境管理組織架構

為確保環境管理體系的有效運行以及環境績效的持續改善，本集團已建立自上而下的三層環境管理組織架構，通過目標分解、責任落實與動態反饋機制，實現從戰略到執行全程管控。



Improving Environmental Management

Kingdee International strictly complies with laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, the *Energy Conservation Law of the People's Republic of China*, and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes* as well as local environmental requirements where we operate. We have formulated policies and systems such as the Environmental Policy and the *Campus Environmental Management and Resource Conservation System*, and we continue to enhance our environmental management system. Through establishing a comprehensive environmental management structure, implementing responsibilities at all levels, conducting environmental risk assessments to strengthen risk control, and organizing environmental training for all employees to raise environmental awareness, we systematically improve environmental performance and minimize the environmental impact of our operations.

4.1.1 Optimizing the Environmental Management System

Kingdee International has established and continuously improved our environmental management system in accordance with the ISO 14001 standard. We revise environmental policies and regulatory documents regularly in response to changes in internal and external requirements and demands. During the reporting period, the Shenzhen campus completed the ISO 14001 re-certification; the Beijing campus passed and obtained ISO 14001 certification for the first time; the Shanghai campus updated a series of environmental management SOP; and the Changsha campus optimized its environmental management processes, further enhancing the standardization and refinement of environmental management.

Environmental Management Organizational Structure

To ensure the effective operation of the environmental management system and the continuous improvement of environmental performance, the Group has established a top-down three-level environmental management organizational structure. Through goal decomposition, responsibility implementation, and dynamic feedback mechanisms, we achieve full-process control from strategy to execution.

層級 Level	主體 Body	主要職責 Responsibilities
決策層 Decision-making Level	董事會 Board of Directors	- 定期審閱環境管理戰略規劃、年度關鍵績效及目標進展與達成情況，包括碳減排目標和行動方案； Regularly reviews environmental management strategy, annual key performance indicators, and progress toward goals, including carbon reduction targets and action plans; - 審議環境管理、氣候變化、資源利用等相關政策與制度，并監督各項政策的實施情況； Reviews policies and systems related to environmental management, climate change, and resource utilization, and oversees their implementation; - 定期審議氣候變化相關風險與機遇，在評估重大戰略決策時綜合考慮環境與氣候因素。 Regularly evaluates climate-related risks and opportunities and integrates environmental and climate considerations into major strategic decisions.
	董事會戰略與可持續發展委員會 Strategy and Sustainable Development Committee of the Board of Directors	- 制定環境管理戰略規劃和具體目標； Formulates environmental management strategic plans and specific targets; - 制定環境相關政策及制度，跟蹤并指導政策制度的實施； Develops environment-related policies and systems, monitors and guides their implementation; - 評估氣候變化相關的風險和機遇，監督氣候變化風險管理和應對舉措的有效性； Assesses climate-related risks and opportunities and oversees the effectiveness of risk management and response measures; - 定期向董事會匯報環境相關重大事宜。 Reports major environmental matters to the Board of Directors on a regular basis.
管理層 Management Level	董事會主席助理 Assistant to the Chairman of the Board	- 統籌跨部門環境管理協同機制，協調資源支持； Coordinates cross-departmental environmental management collaboration mechanisms and resource support; - 規劃、分解和跟蹤環境相關目標，定期檢討環境管理相關工作進展與成效； Plans, breaks down, and tracks environment-related targets; regularly reviews the progress and effectiveness of environmental management efforts. - 定期向戰略與可持續發展委員會匯報工作進展，並提供建議。 Regularly reports progress to the Strategy and Sustainable Development Committee and provides recommendations.
	環境及應對氣候變化工作組與環境管理部門 Environmental and Climate Change Task Force and Environmental Management Department	- 根據環境目標制定可執行方案，包括碳中和路徑規劃，確保環境目標落實； Develop actionable plans based on environmental goals, including carbon neutrality roadmaps, to ensure effective implementation; - 實施并監控環境政策制度，開展環境內部審計與報告，確保環境管理體系有效運行； Implement and monitors environmental policies and systems, conduct internal environmental audits and reporting to ensure effective operation of the environmental management system; - 制定環境相關年度工作計劃，組織開展環境管理流程優化、員工專項培訓的具體工作，并定期向董事長助理匯報進展。 Formulate annual environmental work plans and organize process optimization and staff training, and regularly reports progress to the Assistant to the Chairman.
執行層 Operational Level	金蝶環保大使 Kingdee Environmental Ambassadors	- 開展環境管理日常監測，是環境管理的第一綫執行監督及匯報者； Conduct daily environmental monitoring, serve as the frontline supervisors and reporters for environmental management; - 推廣環保實踐，收集員工環境改善建議。 Promote environmental practices and gather employee suggestions for environmental improvements.
	全體員工 All employees	- 遵守環境相關政策制度，參與環境應急演練與培訓； Comply with environment-related policies and systems, participate in emergency drills and training; - 執行環境管理相關具體工作。 Implement specific environmental management tasks.

環境風險管理

本集團參照ISO 14001環境管理體系，定期評估環境風險因素，開展日常監測與隱患排查，制定應急預案并開展演練，提升環境突發事件應對與環境風險防控能力。

環境風險因素識別：依據運營所在地法律法規、政策要求及利益相關方訴求，定期識別運營過程中涉及的環境因素及潛在風險；開展風險評估並形成重大環境風險清單，制定相應的應對措施，避免、降低或減緩環境風險及其造成的影響。

環境審計與監測：根據自身實際情況定期開展環境審計與監測，開展重點環節隱患排查與環境整治；依託智能監測設備及自動化工具，對環境風險與資源利用實施動態監測，發現異常情況及時響應並優化。

突發環境事件應對：各組織針對重大環境風險制定《突發環境事件應急預案》，定期開展應急演練與專題培訓，提升全員應急能力及協同效能。

4.1.2 強化環保理念宣傳

金蝶國際積極倡導員工踐行綠色環保理念，組建“環保大使”團隊，通過多種渠道和方式開展環保宣傳，提升全員環保意識與能力。

「環保大使」團隊

為提升員工辦公環境的舒適性和美觀性，我們組建了由員工委員會和後勤部共同管理的金蝶「環保大使」團隊。各環保大使主要負責監督所在樓層或區域空氣質量、消防安全和環境治理相關指標；定期收集并反饋員工關於改善辦公環境的意見和建議，為環境管理部門制定環境規劃和執行方案提供依據。報告期內，環保大使團隊組織多次「環境大使專項會議」「金蝶品牌打造與環境建設探討」等培訓溝通會議，圍繞園區環境建設、節能降耗等專項工作開展討論。

Environmental Risk Management

In accordance with the ISO 14001 environmental management system, the Group regularly assesses environmental risk factors, conducts routine monitoring and hazard inspections, formulates emergency plans, and organizes drills to enhance our ability to respond to environmental emergencies and prevent environmental risks.

Identification of Environmental Risk Factors: In accordance with local laws, regulations, policy requirements, and stakeholder concerns we regularly identify environmental factors and potential risks with our operations. We conduct risk assessments, compile a list of major environmental risks, and formulate corresponding countermeasures to avoid, reduce, or mitigate environmental risks and their impacts.

Environmental Audits and Monitoring: We regularly conduct environmental audits and monitoring based on actual conditions, identifying hazards in key areas and implementing environmental rectification. Leveraging intelligent monitoring equipment and automated tools, we dynamically monitor environmental risks and resource utilization, respond promptly to anomalies, and continuously optimize our practices.

Response to Environmental Emergencies: Each organization formulates an *Emergency Response Plan for Environmental Incidents* based on identified major environmental risks, and regularly conducts emergency drills and thematic training to enhance all employees' emergency response capabilities and collaboration effectiveness.

4.1.2 Strengthening the Promotion of Environmental Awareness

Kingdee International actively promotes the practice of green and sustainable concepts among employees. We have established the “Environmental Ambassador” team to carry out environmental awareness campaigns through multiple channels and methods, aiming to enhance employees' environmental awareness and capabilities.

“Kingdee Environmental Ambassador” Team

To improve the comfort and aesthetics of the office environment, we formed the Kingdee “Environmental Ambassador” team jointly managed by the Employee Committee and Logistics Department. Each ambassador is mainly responsible for monitoring air quality, fire safety, and environmental indicators on their assigned floor or area. They regularly collect and report employee feedback on office environment improvements, providing valuable input for the Environmental Management Department's planning and implementation. During the reporting period, the ambassador team organized several thematic meetings, including the “Environmental Ambassador Special Meeting” and the “Discussion on Kingdee Branding and Environmental Development,” focusing on environmental initiatives and energy conservation in the campuses.

環保培訓與宣傳

日常環保宣傳：通過內部刊物、公告欄及公眾號等平台，定期發布節能節水、減少浪費等主題宣傳內容。報告期內，我們發布了《文明公約》《地球一小時活動》《節能減耗，降本增效》《低碳你我同行》等系列推文與海報，強化全員環保意識，并舉辦了《保持「綠」動，ESG在行動》的全員宣傳活動。

Environmental Training and Promotion

Ongoing Environmental Campaigns: Through internal publications, bulletin boards, and official WeChat accounts, we regularly release promotional information on energy conservation, water saving, and waste reduction. During the reporting period, we released a series of articles and posters such as the “Civic Convention”, “Earth Hour Campaign”, “Energy Conservation and Cost Reduction”, and “Low-Carbon Action by You and Me”, strengthening awareness across the organization. We also launched the group-wide promotional event “Keep Green in Motion: ESG in Action”.



夏日消暑·綠色辦公 宣傳活動
Summer Cooling & Green Office
Awareness Campaign



金蝶“地球一小時”環保活動
Kingdee “Earth Hour” Environmental Campaign



保持「綠」動 ESG在行動 全員宣傳活動
Keep Green in Motion:
ESG in Action Group-wide Campaign

定期環保培訓：定期組織全員環保培訓，涵蓋運營所在地法律法規要求、集團環境相關政策與制度、辦公設備節能使用規範、垃圾分類標準與操作流程、無紙化辦公與低碳通勤指引等內容，推動員工踐行綠色生活與辦公。報告期內，環保與節能降碳主題員工培訓覆蓋率為100%。

Regular Environmental Training: We regularly organize environmental training for all employees, covering local legal and regulatory requirements, Group environmental policies and systems, energy-saving specifications for office equipment, waste sorting standards and procedures, paperless office practices, and low-carbon commuting guidelines to promote green lifestyles and work practices. During the reporting period, employee training on environmental protection and energy conservation achieved 100% coverage.

- **深圳園區**持續開展無烟環境的建設與整治工作，制定專項控烟方案，通過現場巡查、違規行為通報、日常宣傳等行動倡導員工參與無烟環境建設，并組織員工和租戶簽署「禁煙責任書或倡議書」，提高園區人員控煙意識。
- **北京園區**設立環保獎勵機制，鼓勵員工提出環保改進建議。
- **上海園區**開展「健康生活、拒絕煙草」的世界無煙日主題活動，進行控煙宣講，同時園區公共衛生間及走道張貼禁止吸煙標識，提高園區人員控煙意識；列印設備區域張貼「雙面列印，廢紙循環利用」標識，開展無紙化辦公宣講，強化員工節約意識。
- **長沙園區**設置電池回收專區，在水區域張貼「節水宣傳標識」，並安排線下宣講，強化員工節水意識。
- **The Shenzhen campus** continued to build and maintain a smoke-free environment by formulating a dedicated smoking control plan. This involved on-site inspections, violation reporting, and routine awareness campaigns to encourage employee participation. Employees and tenants were invited to sign a “*No-Smoking Responsibility or Initiative Letter*” to raise awareness.
- **The Beijing campus** has introduced an environmental incentive mechanism to encourage employees to propose environmental improvements.
- **The Shanghai campus** organized a World No Tobacco Day campaign titled “Healthy Living, Say No to Tobacco”, held smoking control lectures, posted No-smoking signs in public restrooms and hallways, and promoted paperless practices with signs like “Double-sided Printing, Recycling Waste Paper” in printing areas to strengthen awareness of resource saving.
- **The Changsha campus** set up a battery recycling station, posted “Save Water” signs in water-use areas, and conducted offline awareness sessions to promote water-saving consciousness among employees.

4.2 應對氣候變化

金蝶國際積極回應國際「雙碳」戰略，高度重視氣候變化風險與機遇的識別、評估和管理，并將氣候風險與機遇納入集團整體風險管理體系中。報告期內，我們參考氣候相關財務信息披露工作組（TCFD）建議和香港交易所《環境、社會及管治框架下氣候信息披露的實施指引》進行氣候變化影響的管理和披露。

4.2.1 管治

金蝶國際已建立自上而下的氣候治理體系，將氣候變化管理職能融入環境管理架構中¹⁰。集團董事會作為最高決策與監督機構，負責審閱并監督氣候戰略的制定與執行，將氣候因素納入重大戰略決策考量，每年召開會議聽取氣候戰略制定與實施進展，審閱年度氣候相關風險與機遇的識別與評估結果。董事會戰略與可持續發展委員會負責制定氣

Addressing Climate Change

Kingdee International actively responds to the international “carbon peaking and carbon neutrality” goals and places high importance on the identification, assessment, and management of climate-related risks and opportunities. We have incorporated climate risks and opportunities into the Group’s overall risk management system. During the reporting period, we managed and disclosed climate-related impacts with reference to the *Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)* and the *Implementation Guidance for Climate Disclosures under HKEX ESG reporting framework* by the HKEX.

4.2.1 Governance

Kingdee International has established a top-down climate governance system, integrating climate change management functions into the environmental management structure¹⁰. The Board of Directors, as the highest decision-making and oversight body, is responsible for reviewing and overseeing the formulation and implementation of climate strategies, integrating climate considerations into major strategic decisions. The Board convenes annually to review progress on climate strategy development and implementation, and to evaluate the identification and assessment results of climate-related risks and opportunities for the year. The Strategy and Sustainable Development

候相關戰略和目標，評估氣候風險與機遇評估，監督氣候變化風險管理和應對舉措的有效性，每半年度召開會議審議氣候相關風險和機遇的評估結果，檢討氣候變化相關目標的實施進展，評估重大氣候相關機遇決策。

戰略與可持續發展委員會由董事長兼CEO徐少春先生擔任主席，成員具備電腦科學、會計金融和企業管理等專業背景，并在軟件服務、製造業、會計金融領域擁有豐富工作經驗。其中一名非執行董事成員曾擔任聯合國開發計劃署「可持續發展委員會」首屆輪值主席，具備深厚的可持續發展事務管理經驗。多元化的專業背景和實踐經驗，使委員會能夠從戰略高度全面評估氣候相關風險和機遇，制定科學可行的減碳目標，并有效監督目標實施。同時，成員們在科技創新領域的專長，也為集團運用新技術應對氣候變化挑戰提供了有力支持。此外，所有董事會成員和管理層每年定期接受氣候相關專業培訓，集團亦邀請外部專家不定期分享專業見解，確保團隊瞭解氣候變化最新趨勢，不斷提升氣候變化管理能力。

我們已設立環境及應對氣候變化工作組，由相關職能部門管理層組成，負責執行決策層制定的氣候戰略與目標，規劃目標實現路徑與可行方案，制定和實施各種緩解及適應措施，推動氣候管理融入日常運營。我們亦將氣候關鍵指標納入管理層績效考核體系，將氣候目標達成情況作為管理層績效考核因素之一，確保氣候目標的有效達成。

4.2.2 策略

金蝶國際深知氣候變化會對我們的運營及業務帶來多種風險和機遇。我們定期開展氣候相關風險與機遇的識別與評估，梳理可能面臨的風險和機遇，分析其對業務和財務產生的影響，并根據評估結果制定應對策略。

本集團充分參考氣候相關財務信息披露工作組(TCFD)建議，利用情景分析方式識別并評估各項氣候相關風險和機遇在不同情境下對集團業務運營和財務績效的潛在影響，并將結果納入氣候戰略與應對舉措考量。

Committee of the Board of Directors is responsible for formulating climate-related strategies and targets, assessing climate risks and opportunities, and monitoring the effectiveness of climate change risk management and response initiatives. The Committee holds semi-annual meetings to review climate risk and opportunity assessments, track progress on climate-related targets, and evaluate key decisions related to climate opportunities.

The Strategy and Sustainable Development Committee is chaired by Mr. Xu Shaochun, Chairman and CEO of the Group. The Committee members possess diverse professional backgrounds in computer science, accounting and finance, and corporate management, and have extensive experience across software services, manufacturing, and financial industries. One of the non-executive directors previously served as the first rotating chair of the “Sustainable Development Committee” of the United Nations Development Programme (UNDP) and has strong expertise in managing sustainable development affairs. Their diverse professional backgrounds and practical experience enable the Committee to comprehensively assess climate-related risks and opportunities from a strategic perspective, formulate science-based carbon reduction targets, and effectively oversee implementation. Moreover, their expertise in technological innovation also provides strong support for the Group in leveraging advanced technologies in addressing climate challenges. In addition, all Board member and executives receive regular climate-related training annually. The Group also invites external experts to share insights from time to time to ensure our team stays informed of the latest climate trends and continuously improves its climate management capabilities.

We have established an Environmental and Climate Change Task Force, composed of management from relevant departments, responsible for executing climate strategies and targets set by the decision-making level. The Task Force plans roadmaps and actionable plans to achieve these targets, implements various mitigation and adaptation measures, and integrates climate management into daily operations. Key climate-related indicators are also incorporated into the performance assessment system for management, and the achievement of climate targets is one of the performance assessment criteria, to ensure the effective achievement of climate targets.

4.2.2 Strategy

Kingdee International understands that climate change poses both risks and opportunities to our operations and business. We regularly conduct climate-related risk and opportunity identification and assessment. We sort out the possible risks and opportunities we may face, analyzing their potential impacts on our business and financial performance. Based on the results, we develop corresponding response strategies.

The Group fully references the *Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)* and adopts scenario analysis to assess the potential impact of various climate-related risks and opportunities on the Group’s business operations and financial performance under different

¹⁰ 環境管理組織架構及對應職責請見「4.1.1 優化環境管理體系」章節
See Section 4.1.1 “Optimizing the Environmental Management System” for the organizational structure and corresponding responsibilities.

報告期內，我們針對集團主要辦公運營點和數據中心進行氣候情景分析，參考聯合國政府間氣候變化專門委員會（Intergovernmental Panel on Climate Change, IPCC）發布的第六次評估報告（AR6），選擇共享社會經濟情景（Shared Socioeconomic Pathway, SSP）中的低排放情景（SSP1-2.6）和非常高排放情景（SSP5-5.8）評估颱風、極端降水和高溫天氣等物理風險影響；參考國際能源署（International Energy Agency, IEA）發布的《2024 世界能源展望》（World Energy Outlook 2024, WEO 2024），選擇2050年淨零排放情景（NZE）和既定政策情景（STEPS）評估政策及法律風險、技術風險等轉型風險影響。情景分析的時間範圍包括短期（1-3年，即2024年-2026年）、中期（3-7年，即2026年-2030年）和長期（7-30年，即2030年-2053年）。

風險類型 Risk Type	選用情景 Selected Scenario	情景描述 Scenario Description	預估升溫 ¹¹ Estimated Temperature Increase
物理風險 Physical Risk	SSP1-2.6 低排放情景 Low-emission Scenario	假設全球社會經濟系統以可持續發展方式發展，全球共同採取強有力的氣候政策和緩解措施，目標將全球氣溫升幅控制在工業化前水平的2°C以內，與《巴黎協定》目標一致。 This scenario assumes a sustainable trajectory for the global socio-economic system, underpinned by strong and coordinated climate policies and mitigation actions worldwide. The objective is to limit the rise in global temperatures to within 2°C above pre-industrial levels, in alignment with the goals of the <i>Paris Agreement</i> .	1.8°C
	SSP5-8.5 非常高排放情景 High-emission Scenario	假設全球經濟主要依靠化石燃料和高能源密集型產業快速發展，各國不實施氣候緩解措施，2100年碳排放量達到2015年的三倍。 This scenario assumes that the global economy relies primarily on fossil fuels and energy-intensive industries for rapid development, with no climate mitigation measures in place. As a result, carbon emissions are projected to reach three times the 2015 level by 2100.	4.4°C
轉型風險 Transition Risk	NZE 2050年淨零排放情景 Net-Zero Emissions by 2050 Scenario	假設全球能源部門在2050年實現淨零排放，目標將全球氣溫升幅控制在工業化前水平的1.5°C以內。 This scenario assumes the global energy sector achieves net-zero emissions by 2050, aiming to limit the global temperature increase to within 1.5°C above pre-industrial levels.	1.5°C
	STEPS 既定政策情景 State Policies Scenario	在各國已出臺或宣布的能源、氣候和相關產業政策基礎上，每年對各國最新政策設置進行解讀，探討能源部門的主要發展方向。 Based on energy, climate, and related industrial policies that have been issued or announced by countries, the latest policy developments are reviewed annually to identify key trends in the development of the energy sector.	2.4°C

¹¹ 預估升溫指相對於工業化前（1850 - 1900年），本世紀末（2081-2100年）全球平均表面溫度的預估升溫值。
Projected Temperature Increase refers to the estimated rise in global average surface temperature by the end of this century (2081–2100) relative to the pre-industrial period (1850–1900).

物理風險評估情況

我們根據IPCC AR6所使用的第六次國際耦合模式比較計劃（CMIP6）全球未來情景逐月氣象數據集數據評估運營點災害發生的可能性和嚴重性。根據情景分析結果，在低排放情景下，集團因物理風險導致損失的程度較低。在高排放情景下，集團需關注華南、華東等地區運營點的颱風及極端降水風險，并關注數據中心所在地的高溫天氣風險。

物理風險 Physical Risk	SSP1-2.6			SSP5-5.8		
	短期 Short-term	中期 Medium-term	長期 Long-term	短期 Short-term	中期 Medium-term	長期 Long-term
颱風 Typhoons	低 Low	低 Low	低 Low	低 Low	中 Medium	高 High
極端降水 Extreme Precipitation	低 Low	低 Low	低 Low	低 Low	中 Medium	中 Medium
高溫天氣 Extreme Heat	低 Low	低 Low	低 Low	低 Low	中 Medium	高 High

轉型風險評估情況

我們根據IEA《2024 世界能源展望》、國家氣候戰略與政策、運營點氣候政策與要求，結合集團戰略規劃與現狀，評估轉型風險中「政策與法律風險」和「技術風險」的影響程度。根據情景分析結果，在既定政策情景下，集團因轉型風險導致損失的程度較低。在2050年淨零排放情景下，集團需關注碳定價、低碳技術可能帶來的成本增加。

轉型風險 Transition Risk	NZE			STEPS		
	短期 Short-term	中期 Medium-term	長期 Long-term	短期 Short-term	中期 Medium-term	長期 Long-term
氣候信息披露要求不斷提高 Enhanced Climate-related Disclosure Requirements and Regulations	低 Low	中 Medium	低 Low	低 Low	低 Low	低 Low
碳定價機制出台 Implementation of Carbon Pricing Mechanisms	低 Low	中 Medium	高 High	低 Low	低 Low	低 Low
能耗管理要求趨嚴 Enhanced Regulatory Requirements of Energy Efficiency	低 Low	中 Medium	低 Low	低 Low	低 Low	低 Low
低碳技術轉型 Low Carbon Technology Transition	低 Low	中 Medium	高 High	低 Low	低 Low	低 Low
綠色算法要求提高 Increased requirements for green algorithms	低 Low	中 Medium	低 Low	低 Low	低 Low	低 Low

Physical Risk Assessment

We assessed the likelihood and severity of disasters at operational sites based on the monthly meteorological dataset from the Coupled Model Intercomparison Project Phase 6 (CMIP6) , as adopted in the IPCC’s Sixth Assessment Report (AR6). According to scenario analysis results, under the Low-emission Scenario, the extent of losses due to physical risks is relatively low for the Group. In the High-emission Scenario, the Group needs to closely monitor the risk of typhoon and extreme precipitation at operational sites in South China and East China, and pay attention to the risk of extreme heat at the locations of data centers.

Transition Risk Assessment

We assessed the impact of “policy and legal risks” and “technological risks” within the transition risks based on the IEA *World Energy Outlook 2024*, national climate strategies and policies, local climate-related regulations at operational sites, and the Group’s strategic planning and current situation. According to the scenario analysis results, under the Stated Policies Scenario (STEPS), the extent of losses due to transition risks is relatively low. Under the Net-Zero Emissions by 2050 Scenario (NZE), the Group needs to closely monitor potential cost increases associated with carbon pricing mechanisms and the adoption of low-carbon technologies.

風險類型 Type of Risk	具體風險 Specific Risk	影響描述 Impact Description	影響週期 Impact Cycle	影響的價值鏈 Affected Value Chain	財務影響 Financial Impact	應對策略 Responses
物理風險識別、評估、分析及應對 Physical Risk Identification, Assessment, Analysis, and Response						
急性風險 Acute Risk	颱風、暴雨等極端天氣的發生頻率和嚴重程度上升 Increased frequency and severity of extreme weather events such as typhoons and extreme precipitation	- 對設施、設備造成損耗 Damage to facilities and equipment - 可能引發局部斷電、洪澇災害等風險，導致運營中斷 Potential for local power outages, flooding, and operational disruptions - 可能引發安全風險，造成人員傷害 Increased safety risks leading to potential personnel injuries	短期 Short-term 中期 Medium-term 長期 Long-term	自身運營 Kingdee's operations 下游 Downstream	收入減少 Reduced revenue 資產損失 Asset loss 維修成本增加 Increased maintenance expenses 保險成本增加 Increased insurance costs	- 針對突發極端天氣及災害事件制定應急預案，開展應急演練 Develop emergency response plans for extreme weather and disaster events, conduct regular emergency drills - 部署智能監控系統，建立氣候風險預警機制 Deploy intelligent monitoring systems and establish a climate risk early warning mechanism - 定期對沿海及低窪地區辦公場所、數據中心進行災害評估 Conduct regular disaster assessments for coastal and low-lying office sites and data centers - 對關鍵設施進行備份 Backup for critical infrastructure
	因極端天氣導致供應鏈中斷 Supply chain disruption due to extreme weather	- 雲服務供應商服務器受損 Damage to cloud service providers' servers - 供應不足，影響交付和運營 Insufficient supply, affecting delivery and operations	短期 Short-term 中期 Medium-term	上游 Upstream 自身運營 Kingdee's operations	運營成本上升 Increased operating costs 收入減少 Reduced revenue	- 開展供應商氣候風險應對與韌性評估 Conduct climate risk response and resilience assessments for suppliers - 制定供應替代方案 Develop alternative supply options
慢性風險 Chronic Risk	氣溫異常，高溫天氣頻發 Abnormal temperatures, frequent extreme heat	- 設備使用壽命縮短 Shortened lifespan of equipment - 製冷設備需求增加 Increased demand for cooling systems - 可能引發電力供給短缺，導致運營中斷 Potential power shortages leading to operational interruptions - 對員工健康造成潛在影響 Potential impacts on employee health	長期 Long-term	自身運營 Kingdee's operations	能源成本上升 Increased energy costs 設備維護成本增加 Increased equipment maintenance costs	- 優化能源管理體系建設，提高能源使用效率 Optimize the energy management systems to improve energy efficiency - 擴大清潔能源使用比例 Increase the use of clean energy
轉型風險識別、評估、分析及應對 Transition Risk Identification, Assessment, Analysis, and Response						
政策及法律風險 Policy and Legal Risk	氣候相關信息披露要求不斷提高 Enhanced Climate-related Disclosure Requirements and Regulations	- 需對日常碳數據進行收集、盤查和管理 Need to collect, audit, and manage daily carbon data - 需對相關政策、監管要求進行跟蹤、解讀 Need to track and interpret evolving policies and regulatory requirements	短期 Short-term 中期 Medium-term	自身運營 Kingdee's operations	運營成本上升 Increased operating costs	- 建立碳排放數據管理系統及常態化機制 Establish a carbon emission data management system and a routine operational mechanism - 及時跟蹤外界政策和要求變化，并定期向管理層匯報 Track changes in external policies and requirements, regularly report to management
	碳定價機制出臺 Implementation of Carbon Pricing Mechanisms	因碳配額限制，可能需投入減排設施或購買碳配額 May be required to invest in emission reduction technologies or purchase carbon allowances due to carbon quota restrictions	中期 Medium-term 長期 Long-term	自身運營 Kingdee's operations 下游 Downstream	運營成本上升 Increased operating costs 碳減排投入增加 Increased carbon reduction investments	- 設定碳減排目標及路徑規劃 Set carbon reduction targets and develop a roadmap - 推廣使用節能技術和設備 Promote the adoption of energy-saving technologies and equipment - 及時跟蹤碳定價相關政策變化 Closely monitor changes in carbon pricing-related policies
	能耗管理要求趨嚴，如數據中心能效標準提高 Enhanced Regulatory Requirements of Energy Efficiency, such as higher energy efficiency standards for data centers	可能需對設備進行升級改造 May require equipment upgrades	短期 Short-term 中期 Medium-term	自身運營 Kingdee's operations	運營成本上升 Increased operating costs 資本支出增加 Increased capital expenditure	- 實施數據中心節能改造 Implement energy-saving retrofits for data centers - 調整能源結構，推進可再生能源採購 Adjust energy structure, and advance renewable energy procurement strategies
技術風險 Technological Risk	低碳技術轉型 Low Carbon Technology Transition	- 現有技術落後於市場需求，需開發新技術 Existing technologies lag behind market demands, requiring the development of new technologies - 技術研發投入失敗 Risk of failure in technology R&D investments - 競爭對手低碳技術轉型對金蝶產生衝擊，造成市場份額損失 Impact of competitors' low-carbon technology transition on Kingdee, leading to market share loss	中期 Medium-term 長期 Long-term	自身運營 Kingdee's operations 下游 Downstream	研發投入增加 Increased R&D investments 收入減少 Reduced revenue 資產減值 Asset impairment	- 加大綠色低碳技術研發 Increase R&D in green and low-carbon technologies - 引入優秀人才，與合作夥伴、高校等開展產學研合作 Attract top talent and promote industry-academia collaboration with partners and universities

風險類型 Type of Risk	具體風險 Specific Risk	影響描述 Impact Description	影響週期 Impact Cycle	影響的價值鏈 Affected Value Chain	財務影響 Financial Impact	應對策略 Responses
轉型風險識別、評估、分析及應對 Transition Risk Identification, Assessment, Analysis, and Response						
技術風險 Technological Risk	綠色算法要求提高 Increased requirements for green algorithms	- 優化算法可能需要重構系統 Optimizing algorithms may require system reconstruction - 採用輕量化、高效算法後可能導致精度損失 Adopting lightweight and efficient algorithms may result in reduced accuracy	中期 Medium-term 長期 Long-term	自身運營 Kingdee's operations 下游 Downstream	研發投入增加 Increased R&D investments 運營成本上升 Increased operating costs 收入減少 Reduced revenue	- 加大綠色算法技術研發 Increase R&D for green algorithm technologies - 引入優秀人才，與合作夥伴、高校等開展產學研合作 Attract top talent and engage in collaborative R&D with partners and academic institutions
市場風險 Market Risk	客戶需求轉變，更傾向選擇低碳軟件 Shifting customer demand towards low-carbon software	- 未滿足客戶低碳軟件需求，導致訂單損失 Loss of orders due to failure to meet customer demand for low-carbon software - 未能及時推出低碳軟件，導致市場份額損失 Market share loss due to delays in launching low-carbon software	中期 Medium-term 長期 Long-term	自身運營 Kingdee's operations 下游 Downstream	研發投入增加 Increased R&D investments 收入減少 Reduced revenue	- 加大低碳軟件開發，打造行業減碳方案 Accelerate the development of low-carbon software and provide industry-specific carbon reduction solutions - 構建夥伴合作網絡 Establish a robust partner collaboration network
供應鏈風險 Supply Chain Risk	供應鏈減碳壓力上升 Increased pressure on the supply chain to reduce carbon emissions	- 未滿足客戶對企業碳減排規劃、產品碳足跡核算需求 Failure to meet customer demands for corporate carbon reduction strategies and product carbon footprint accounting - 供應鏈碳排放數據缺失，難以識別高排放環節，影響碳排放核算完整性與準確性 Lack of carbon emission data in the supply chain, making it difficult to identify high-emission processes, affecting the accuracy and comprehensiveness of carbon accounting	短期 Short-term 中期 Medium-term	上游 Upstream 自身運營 Kingdee's operations	供應鏈管理和採購成本上升 Increased supply chain management and procurement costs 運營成本上升 Increased operating costs 收入減少 Reduced revenue	- 完善可持續供應鏈管理體系 Improve the sustainable supply chain management system - 建立全鏈碳追蹤管理系統，打造低碳供應鏈解決方案 Establish a comprehensive carbon tracking management system, create low-carbon supply chain solutions
聲譽風險 Reputational Risk	氣候相關負面輿情導致聲譽受損 Negative climate-related public opinion damaging reputation	未及時與利益相關方進行溝通，產生負面輿情，導致金蝶聲譽及品牌形象受損 Failure to communicate with stakeholders in a timely manner, leading to negative public opinion and damage to Kingdee's reputation and brand image	長期 Long-term	自身運營 Kingdee's operations	收入減少 Reduced revenue 融資難度增加 Increased financing difficulty	- 通過定期報告、公告等方式公開透明披露氣候相關信息 Regularly report and publicly disclose climate-related information through reports, announcements, etc. - 積極回應，主動溝通 Actively respond, communicate proactively

轉型機遇識別、評估、分析及應對
Transition Opportunity Identification, Assessment, Analysis, and Response

機遇名稱 Opportunities	影響週期 Impact Duration	影響的價值鏈 Affected Value Chain	財務影響 Financial Impact	採取的行動 Actions
能源效率提升 Energy Efficiency Improvement	短期 Short-term 中期 Medium-term	上游 Upstream 自身運營 Kingdee's operations 下游 Downstream	運營成本降低 Reduced operating costs	- 通過推廣節能設備與技術、開展節能項目等系列舉措提高能源使用效率 Improve energy usage efficiency through promoting energy-saving equipment and technologies, and implementing energy-saving projects - 通過優化能源使用結構降低傳統化石能源消耗，增加清潔能源的使用 Optimize the energy usage structure to reduce traditional fossil energy consumption and increase the use of clean energy
綠色金融支持 Green Financial Support	中期 Medium-term 長期 Long-term	自身運營 Kingdee's operations	融資成本降低 Reduced financing costs 資金渠道擴展 Expanded funding channels	- 因集團低碳轉型，獲取優惠貸款 Obtain favorable loans due to the Group's low-carbon transition - 因在ESG評級、披露等方面的優異表現，吸引投資者 Attract investors due to excellent performance in ESG ratings, disclosures, etc.
低碳產品開發 Low-carbon Product Development	中期 Medium-term 長期 Long-term	自身運營 Kingdee's operations 下游 Downstream	收入增加 Increased revenue	- 開發低碳解決方案，滿足客戶轉型需求，進一步提高市場份額 Develop low-carbon solutions to meet customers' transition needs and further increase market share - 推出碳管理服務，覆蓋全供應鏈 Launch carbon management services to cover the entire supply chain

基于情景分析和對氣候風險與機遇的評估，我們明確以下三大氣候戰略方向，并制定相應行動計劃，配置財務、人力、技術和管理四類資源，持續提升集團氣候韌性。

Based on scenario analysis and the assessment of climate risks and opportunities, we have defined the following three key climate strategy directions and developed corresponding action plans. We allocate four types of resources—Financial, HR, Technical, and Management—to continuously enhance the Group's climate resilience.

強化能效與資源管理，推進低碳運營
Enhancing Energy Efficiency and Resource Management, Promoting Low-Carbon Operations

我們通過持續強化能源管理能力，提升能源、資源使用效率；優化能源結構，增加可再生能源的使用；通過優化設計和精細化管理，建設綠色建築和綠色數據中心；加強員工節能環保宣傳，積極推行綠色辦公舉措等行動降低自身運營碳排放。
We continuously enhance energy management capabilities to improve energy and resource efficiency; optimize energy structure by increasing the use of renewable energy; construct green buildings and green data centers through optimized design and meticulous management; enhance employee energy-saving and environmental protection awareness, and actively promote green office initiatives to reduce carbon emissions from our operations.

- 北京園區正積極推進光伏建設工作。按照規劃，園區計劃建設一套年度發電量可達150萬度的光伏設備，為園區的可持續發展注入綠色動力。
The Beijing campus is actively promoting photovoltaic construction. As planned, the campus intends to install a set of photovoltaic equipment with an annual power generation capacity of 1.5 million kWh, injecting green power into the campus's sustainable development.

把握清潔技術機遇，推廣低碳產品與服務**Seizing Clean Technology Opportunities, Promoting Low-Carbon Products and Services**

我們大力推動數字化和智能化等創新技術的應用，增強金蝶產品和服務的「綫上協作，提效節能」特性，通過多端協同辦公助力客戶減少員工差旅能耗、本地化存儲能耗及紙質辦公耗材使用，進一步降低碳排放。

We vigorously promote the application of innovative technologies such as digitalization and intelligence, enhancing Kingdee's products and services with characteristics of “online collaboration, efficiency improvement, and energy saving”. By enabling multi-platform collaborative office work, we help customers reduce energy consumption from employee travel, local storage, and paper office supplies, further reducing carbon emissions.

同時，我們積極布局碳管理產品，開發行業低碳和循環經濟綠色解決方案，解決客戶供應鏈碳數據管理痛點，有效提升客戶碳足跡管理能力。

At the same time, we actively develop carbon management products and green solutions for low-carbon industries and circular economies to address customers' challenges in supply chain carbon data management and effectively enhance their carbon footprint management capabilities.

此外，我們加大綠色演算法研發投入，在保障運算效能的前提下最大限度降低能耗，推動清潔技術與數字化轉型的深度融合。Additionally, we increase R&D investment in green algorithms to minimize energy consumption while ensuring computing performance, driving deep integration of clean technology and digital transformation.

- 發布「金蝶雲·星瀚低碳供應鏈解決方案」，助力客戶開展全生命周期碳管理。
We released the “Kingdee Constellation Low-Carbon Supply Chain Solution” to assist customers in carrying out full life-cycle carbon management.
- 發布「金蝶雲EBC 全流程廢鋼管理解決方案」，解決廢鋼判級難點，助力鋼企提高廢鋼循環利用效率。
We released the “Kingdee Cloud EBC Full-Process Scrap Steel Management Solution” to solve the scrap steel grading challenge and help steel companies improve scrap steel recycling efficiency.

倡導綠色採購，攜手供應商打造低碳生態**Advocating Green Procurement, Collaborating with Suppliers to Build a Low-Carbon Ecosystem**

我們通過優先採購低碳綠色用能設備，強化供應鏈碳排放數據管理，期望將環保理念傳遞給供應商，共同推動產業鏈的節能減碳。

We prioritize the procurement of low-carbon, energy-efficient equipment, strengthen supply chain carbon emission data management, and aim to transmit environmental protection concepts to our suppliers, jointly promoting energy saving and carbon reduction throughout the industry chain.

- 探索并推動將用能設備的環保資質、證書和能耗指標表現融入採購考量。
We explore and promote incorporating environmental qualifications, certificates, and energy consumption indicators of energy-using equipment into procurement considerations.

**4.2.3 風險管理**

為應對氣候變化帶來的風險和機遇，金蝶國際已將氣候相關風險管理納入集團整體風險管理體系¹²，并建立系統的氣候風險管理流程。戰略與可持續發展委員會在管理層協助下定期開展氣候相關風險和機遇的識別、評估和管理工作，并與相關職能部門合作制定應對方案，定期向董事會匯報。

氣候風險管理與集團風險管理流程一致，涵蓋識別、評估、應對和監控與報告四個步驟：

氣候風險識別：基於外部氣候相關政策及行業發展趨勢，通過利益相關方溝通、同業對標、市場調研等方式，結合自身運營現狀，識別可能對金蝶產生影響的氣候風險和機遇，初步建立本集團氣候風險與機遇清單。

氣候風險評估：從「風險發生可能性」和「對集團財務影響重要性」兩個維度出發，覆蓋短、中、長期時間範圍，對各氣候風險和機遇開展氣候相關情景分析和評估，確定不同情境下風險和機遇的潛在影響和優先順序，識別重大氣候風險和機遇。

氣候風險應對：根據氣候風險評估結果，環境及應對氣候變化工作組協同相關職能部門討論并制定風險應對方案，并實施風險應對舉措。

氣候風險監控與報告：環境及應對氣候變化持續跟蹤氣候風險與機遇管理情況，并根據實際情況進行動態調整。工作組每半年向董事會戰略與可持續發展委員會進行氣候相關事宜的匯報，包括氣候風險與機遇管理情況與目標進展。戰略與可持續發展委員會每年向董事會匯報氣候戰略規劃與目標進展情況。

4.2.4 指標與目標

本集團每年設定碳減排目標，制定多項減排措施，定期跟蹤和評估目標達成情況。2025年，集團溫室氣體排放目標如下：

¹²詳情請見「1.3.1 風險管理架構」章節
See Section “1.3.1 Risk Management Structure” for more details.

4.2.3 Risk Management

To address climate-related risks and opportunities, Kingdee International has integrated climate-related risk management into the Group's overall risk management system¹² and established a systematic climate-related risk management process. The Strategy and Sustainable Development Committee, with the support of management, regularly identifies, assesses, and manages climate-related risks and opportunities. It collaborates with relevant departments to develop response plans and reports to the Board of Directors regularly.

Climate-related risk management is aligned with the Group's overall risk management process and includes four steps: identification, assessment, response, and monitoring/reporting:

Climate Risk Identification: Based on external climate-related policies and industry development trends, and through stakeholder communication, peer benchmarking, and market research, combined with our current operational status, we identify climate-related risks and opportunities that may affect Kingdee and establish a preliminary list of climate-related risks and opportunities.

Climate Risk Assessment: From the dimensions of “likelihood” and “financial impact on the Group”, covering short-, medium-, and long-term timeframes, we conduct scenario analysis and evaluation of each climate-related risk and opportunities to determine the potential impacts and priorities under different scenarios and identifying material climate-related risks and opportunities.

Response to Climate Risk: Based on the assessment results, the Environmental and Climate Change Task Force collaborates with relevant departments to develop and implement risk response plans.

Climate Risk Monitoring and Reporting: The Environmental and Climate Change Task Force continuously tracks the management of climate-related risks and opportunities and dynamically adjusts strategies as needed. The Task Force reports to the Strategy and Sustainable Development Committee of the Board of Directors every six months on matters including the management status and progress of climate-related goals. The Strategy and Sustainable Development Committee reports annually to the Board of Directors on the progress of the climate-related strategy and targets.

4.2.4 Indicators and Targets

The Group sets carbon reduction targets annually, formulates various emission reduction measures, and regularly tracks and evaluates progress towards achieving these targets. For FY 2025, the Group's GHG emission targets are as follows:



溫室氣體排放盤查

金蝶國際自2016年起開展溫室氣體排放梳理與核算, 並從2017年起逐年披露, 致力於提升排放數據的全面性與準確性。本年度, 我們遵循GHG Protocol標準對集團運營層面和價值鏈層面的碳排放情況進行梳理, 並根據《企業價值鏈(範圍三)核算與報告標準》逐步開展範圍三溫室氣體盤查。經梳理評估範圍三排放範疇, 首次將「商務旅行」和「員工通勤」兩個類別納入核算, 在厘清碳排放邊界基礎上, 對於可溯源數據應查盡查, 在沒有實測值的情況下, 對數據進行科學合理的估算, 確保數據的科學性和準確性。

報告期內, 我們的範圍一溫室氣體排放量為302.05噸二氧化碳當量, 範圍二溫室氣體排放量為8,013.90噸二氧化碳當量, 範圍三溫室氣體排放量為9,703.07噸二氧化碳當量, 其中, 類別6商務旅行排放量為5,968.53噸二氧化碳當量, 類別7員工通勤排放量為3,734.55噸二氧化碳當量。

GHG Emission Inventory

Kingdee International has been conducting GHG emission assessments and accounting since 2016 and has disclosing this information annually since 2017, aiming to improve the completeness and accuracy of emission data. This year, we followed the GHG Protocol standards to assess carbon emissions for both the Group's operations and value chain, and gradually conducted Scope 3 GHG inventories in accordance with the *Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. Following the evaluation of Scope 3 emission categories, we included “business travel” and “employee commuting” in our accounting for the first time. Based on the clarified carbon emission boundaries, we performed scientific and reasonable estimations for data without direct measurements, ensuring data accuracy and scientific integrity.

During the reporting period, our Scope 1 GHG emissions amounted to 302.05 tCO₂e, Scope 2 GHG emissions were 8,013.90 tCO₂e, and Scope 3 GHG emissions were 9,703.07 tCO₂e. Among the Scope 3 emissions, Category 6 (Business Travel) accounted for 5,968.53 tCO₂e, and Category 7 (Employee Commuting) accounted for 3,734.55 tCO₂e.

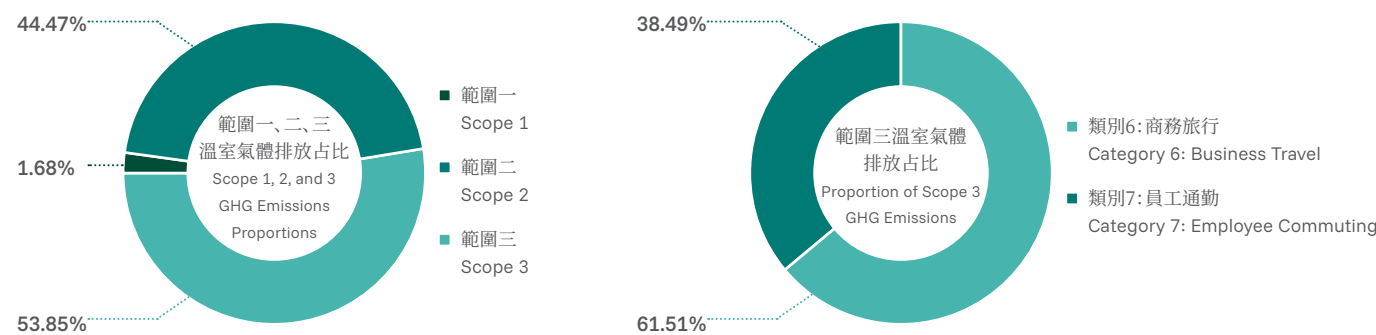
完善企業管治,
夯實可持續發展根基
Improving Corporate Governance and Laying a
Solid Foundation for Sustainable Development

以客戶為中心,
長期堅持專業主義
Customer-Centric, Long-term
Adherence to Professionalism

以奮鬥者為本,
長期堅持明心淨心
Striver-oriented, Long-term
Adherence to Pure and Visionary Mind

建設自己,
修復與環境的關係
Building Ourselves and Restoring
the Relationship with the Environment

附錄
Appendix



未來, 金蝶將持續拓展範圍三核算覆蓋範疇, 強化底層數據質量管控, 推動數據覆蓋面與精確度進一步提升, 為低碳發展策略制定提供更堅實的數據支撐。

In the future, Kingdee will continue to expand the coverage of Scope 3 accounting, strengthen the quality control of underlying data, and further enhance data completeness and accuracy, providing more solid data support for low-carbon development strategies.

溫室氣體減排量 GHG Emissions Reductions

報告期內, 深圳園區: During the reporting period, the Shenzhen campus:	因減排舉措直接減少的溫室氣體排放量(範圍一) ¹³ : GHG emissions reduced due to emission reduction measures (Scope 1) ¹³ :	2.13	噸二氧化碳當量 tCO ₂ e
	因減排舉措直接減少的溫室氣體排放量(範圍二) ¹⁴ : GHG emissions reduced due to emission reduction measures (Scope 2) ¹⁴ :	90.80	噸二氧化碳當量 tCO ₂ e
	因減排舉措直接減少的溫室氣體排放量(範圍三) ¹⁵ : GHG emissions reduced due to emission reduction measures (Scope 3) ¹⁵ :	611.24	噸二氧化碳當量 tCO ₂ e

4.3 能源管理

金蝶國際高度重視節能降耗, 根據《中華人民共和國節能法》《「十四五」節能減排綜合工作方案》及運營所在地相關法律法規與政策要求, 制定并實施《節能降耗管理規定》《園區能源管理與節能減排制度》《節能運行管理制度》等管理制度, 持續優化能源管理體系, 提高能源使用效率。

Energy Management

Kingdee International places great importance on energy conservation and consumption reduction. In accordance with the *Energy Conservation Law of the People's Republic of China*, the *Comprehensive Work Program for Energy Conservation and Emissions Reduction During the Period of the Fourteenth Five-Year Plan*, and relevant local laws, regulations, and policy requirements, we have formulated and implemented management policies such as the *Regulations on Energy Conservation and Consumption Reduction*, the *Campus Energy Management and Energy Conservation & Emission Reduction System*, and the *Energy-Efficient Operation Management System*. These efforts continuously optimize our energy management system and improve energy use efficiency.

¹³ 主要計算通過將辦公用車更換為電車、倡導減少辦公用車的使用, 節省的傳統能源消耗。
Mainly calculated based on the replacement of office vehicles with electric vehicles and promoting reduced usage of office cars, leading to savings in traditional energy consumption.

¹⁴ 主要計算通過使用高效照明和設備、實施智能控制系統以及升級高效空調系統, 節省的電力消耗。
Mainly calculated based on electricity savings from the use of energy-efficient lighting and equipment, implementation of intelligent control systems, and upgrades to high-efficiency air conditioning systems.

¹⁵ 主要計算通過利用視頻會議減少商務差旅、實施廢棄物回收和再利用計劃減少的碳排放。
Mainly calculated based on carbon emission reductions through reduced business travel via video conferencing and the implementation of waste recycling and reuse programs.

4.3.1 能源管理策略與目標

本集團從供應、運作和信息等方面實施全面能源管理，定期開展能源審核，識別提升能源利用效率的機會，增加清潔技術投資與研發，優化能源結構，并設定量化目標與常態化宣傳培訓機制，推動節能目標達成。

4.3.1 Energy Management Strategies and Targets

The Group implements comprehensive energy management across supply, operation, and information perspectives. We regularly conduct energy audits to identify opportunities to improve energy efficiency, increase investment in and R&D of clean technologies, optimize the energy structure, and set quantitative targets along with ongoing awareness and training mechanisms to promote the achievement of energy-saving goals.

能源管理策略 Energy Management Strategies

- **供應側策略:** 實施每單元能源成本最小化策略，優化能源組合，綜合利用能源以減少生產過程中的浪費，提高能源供給可靠性。
Supply-side Strategy: We implement a strategy to minimize energy cost per unit, optimize our energy mix, and leverage integrated energy use to reduce waste during production and enhance the reliability of energy supply.
- **需求側策略:** 優化設備運行參數和開關時間，高效維護以提高設備效率，選用低能耗認證設備并對老舊設備開展節能改造，綜合降低能耗。
Demand-side Strategy: We optimize equipment operation parameters and switching schedules, ensure high-efficiency maintenance to improve performance, select certified low-energy consumption equipment, and retrofit outdated systems to reduce overall energy consumption.
- **能源監測與分析:** 定期開展全面能源審計，持續監測能耗數據并分析曆史趨勢，識別提升能源利用效率的機會。
Energy Monitoring and Analysis: We conduct regular comprehensive energy audits, continuously monitor consumption data and analyze historical trends to identify opportunities for improved efficiency.
- **清潔技術投資與研發:** 依托自身技術優勢，聚焦優化技術與系統等清潔技術的投資與研發，并將成果整合至產品解決方案中，助力客戶綠色轉型。
Clean Technology Investment and R&D: Relying on our technological strengths, we focus on investing in and developing clean technologies and systems, integrating achievements into product solutions to support customers in achieving green transformation.
- **員工倡導:** 每年面向全體員工開展能效培訓與節能活動，結合日常宣傳、環保大使宣講等活動強化員工節能意識。
Employee Engagement: We conduct annual energy efficiency training and conservation activities for all employees, reinforcing energy-saving awareness through daily communication, environmental ambassador initiatives, and promotional activities.



能源管理目標及年度進展 Energy Management Targets and Annual Progress

深圳、北京、上海及長沙四大園區電力使用密度(千瓦時/百萬營業額)同比下降5%
Combined electricity consumption intensity (kWh per million revenue) in Shenzhen, Beijing, Shanghai and Changsha campuses decreases by 5% year-on-year.

2024年目標達成情況: Achievement of targets for FY 2024:

深圳園區電力使用密度(千瓦時/園區自用面積)同比下降
The electricity consumption intensity (kWh per area used by the campus) in Shenzhen campus decreases by

30%



達成目標
Achieving the target

北京、上海、長沙園區合計電力使用密度(千瓦時/百萬營業額)同比下降
Combined electricity consumption intensity (kWh per million revenue) in Beijing, Shanghai and Changsha campuses decreases by

11%



達成目標
Achieving the target

4.3.2 能源管理行動

報告期內，我們採取多項舉措減少能源消耗，各園區定期開展節能專項行動，有效降低能源使用。

智能能耗監控: 安裝智能電表和能耗監測設備，對辦公區域、對外租賃區域實施能耗數據監控，通過每月能耗數據分析，及時發現異常并調整管控，為節能減排提供數據支持。

照明能耗管控: 嚴格落實照明巡檢節能機制，分時段關閉非必要區域照明；使用并優先採購LED節能燈、配備功率補償器的日光燈等高效能照明設備；採用智能照明控制系統，根據人流量和自然光照自動調節亮度；優化照明綫路布局，減少照明能耗。

空調能耗管控: 嚴格管控空調使用場景，關閉非使用區域的空調設備並保持冷氣場所門窗關閉；根據每日氣溫決定空調是否開啓、開啓後的空調模式、運行空調主機數量；設定運行溫度標準避免超限調節；定期清洗過濾網及冷凝設備以保障系統效率；在適宜季節優先採用自然通風，引入板式空氣熱交換裝置平衡新風需求與能耗，最大化降低空調能耗。

節能巡查: 定期更新設備、設施巡查細則，加強設備設施巡查力度，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。

4.3.2 Energy Management Actions

During the reporting period, we adopted multiple measures to reduce energy consumption. Each campus regularly carried out regular special energy-saving initiatives, effectively lowering energy use.

Intelligent Energy Consumption Monitoring: Smart meters and monitoring devices were installed to track energy consumption in office and leased areas. Monthly energy consumption data analysis helped detect anomalies and promptly adjust control measures, providing data support for energy conservation and emission reduction.

Lighting Energy Control: We strictly implemented inspection mechanisms, turning off lights in non-essential areas during designated periods. We prioritized the use of energy-efficient LED lights and fluorescent lights with power compensators, and used intelligent lighting control systems to adjust brightness based on occupancy and natural light. We also optimized lighting layouts to reduce energy use.

Air Conditioning Energy Control: We strictly controlled usage scenarios, shut down air conditioners in unused areas, and kept windows and doors closed in cooled zones. Decisions on whether to activate air conditioners, the operation mode, and the number of operating units were based on daily temperatures. Standard temperature ranges were maintained to avoid over-adjustment, and regular cleaning of filters and condensers ensured system efficiency. In suitable seasons, we prioritized natural ventilation and introduced air exchange systems to balance fresh air and energy use, minimizing air conditioning energy consumption.

Energy Conservation Inspections: We regularly updated inspection guidelines and strengthened equipment and facility inspections. Equipment in public areas was inspected at regular intervals during shifts, with scheduled checks of on/off equipment to reduce energy consumption. Equipment managers were responsible for supervising the implementation of these measures.

- **深圳園區** 建立標準化設備運行規範，明確設備運行參數與管理流程，減少設備無序使用帶來的能源消耗；利用4G智能紅外、門磁開關、斷電監測、壓力監測、水浸報警、用電量監測及遠程自動化控制系統，有效降低人力成本及安全風險。
The Shenzhen campus established standardized equipment operation guidelines with clear parameters and processes to reduce disorderly energy use. It deployed 4G intelligent infrared, magnetic switches, power outage monitors, pressure monitors, water leakage alarms, electricity consumption monitors, and remote automated control systems to lower labor costs and mitigate safety risks.
- **北京園區** 全面部署智能電表，實現對租區及重點區域能源使用情況的即時監控；利用中央空調產生的餘熱供暖，提高餘熱利用效率。此外，計劃於2025年安裝太陽能光伏板，以減少對傳統能源的依賴。
The Beijing campus fully installed smart meters for real-time monitoring in leased and key areas. It utilized residual heat from central air conditioning for heating to improve energy reuse efficiency. Additionally, the campus plans to install solar PV panels in 2025 to reduce reliance on traditional energy sources.
- **長沙園區** 更新《金蝶信創大廈管理規約》，優化對照明和空調的能源管理規定。
The Changsha campus updated the *Kingdee Xinchuang Building Management Regulations* to improve lighting and air conditioning energy management rules.
- **上海園區** 將照明系統由白熾日光燈升級為節能燈；風機、周邊照明根據季節變化即時調整時控開關，有效控制和降低能耗。
The Shanghai campus upgraded lighting systems from incandescent to energy-saving lamps, and adjusted timing control switches for fans and surrounding lighting based on seasonal changes, effectively controlling and reducing energy consumption.

4.3.3 建設綠色數據中心

本集團致力於建設高效節能、綠色環保的數據中心，通過採用模塊化UPS、冷卻系統、虛擬化技術和分布式計算模型優化數據中心能耗管理，將PUE值下降0.2，實現10%以上的能耗節省。

供電系統:採用2N架構，更新安裝輸入功率因數達0.999以上的高能效模塊化UPS。

冷卻系統:使用高效、低噪音變頻空調，提高冷卻效率；封閉隔離熱通道和冷通道，確保冷空氣和熱空氣的有效分離，提高冷卻效果；通過自動控制技術監測室內的溫、濕度，設置溫、濕度上下限，在夜間低負載時自動控制空調的開關。

虛擬化技術:通過虛擬化技術，將物理服務器虛擬成多臺虛擬服務器，提高硬件利用率並減少資源浪費。

邊緣數據中心採用分布式計算模型，提供低延遲數據處理，減少能源消耗，增強可擴展性和靈活性。

4.4 水資源管理

金蝶國際嚴格遵守《中華人民共和國水法》《中華人民共和國水污染防治法》等相關法律法規，制定《水資源管理制度》《水資源效率管理計劃》等制度，通過監控用水情況，實施多項節水措施，推動水資源利用效率持續提升。

4.4.1 水資源管理策略與目標

本集團通過使用節水設備、應用智能用水監測技術、定期評估水資源使用情況和推行水資源循環利用等舉措，持續優化水資源管理。各園區設立用水效益目標，積極開展員工節水培訓與宣傳，降低用水強度，提高用水效能。

4.3.3 Building Green Data Centers

The Group is committed to constructing efficient, energy-saving, and environmentally friendly data centers. By adopting modular UPS, cooling systems, virtualization technology, and distributed computing models, we optimized energy consumption management, reducing the PUE value by 0.2, resulting in energy savings of over 10%.

Power Supply System: We adopted a 2N architecture and installed high-efficiency modular UPS units with power factor correction above 0.999.

Cooling System: We adopted high-efficiency, low-noise variable frequency air conditioners to enhance cooling efficiency. We separated hot and cold aisles to improve airflow, and monitored temperature and humidity via automatic control technology to enable smart switching of air conditioners during low-load night hours.

Virtualization Technology: By leveraging virtualization technology, we transform physical servers into multiple virtual servers. This transformation not only enhances hardware utilization but also minimizes resource waste.

Edge Data Centers: We implemented distributed computing models for edge data centers, enabling low-latency data processing, reducing energy consumption, and enhancing scalability and flexibility.

Water Resource Management

Kingdee International strictly complies with relevant laws and regulations such as the *Water Law of the People's Republic of China* and the *Law of the People's Republic of China on Prevention and Control of Water Pollution*. We have formulated policies such as the *Water Resources Management System* and the *Water Efficiency Management Plan*. By monitoring water usage and implementing multiple water conservation measures, we continue to improve water use efficiency.

4.4.1 Water Resource Management Strategies and Targets

The Group continuously optimizes water resource management through water-saving equipment, intelligent monitoring technologies, regular usage assessments, and water recycling practices. Each campus sets water efficiency targets and conducts water conservation training and awareness campaigns to reduce water intensity and improve overall water use efficiency.

完善企業管治，
夯實可持續發展根基
Improving Corporate Governance and Laying a
Solid Foundation for Sustainable Development

以客戶為中心，
長期堅持專業主義
Customer-Centric, Long-term
Adherence to Professionalism

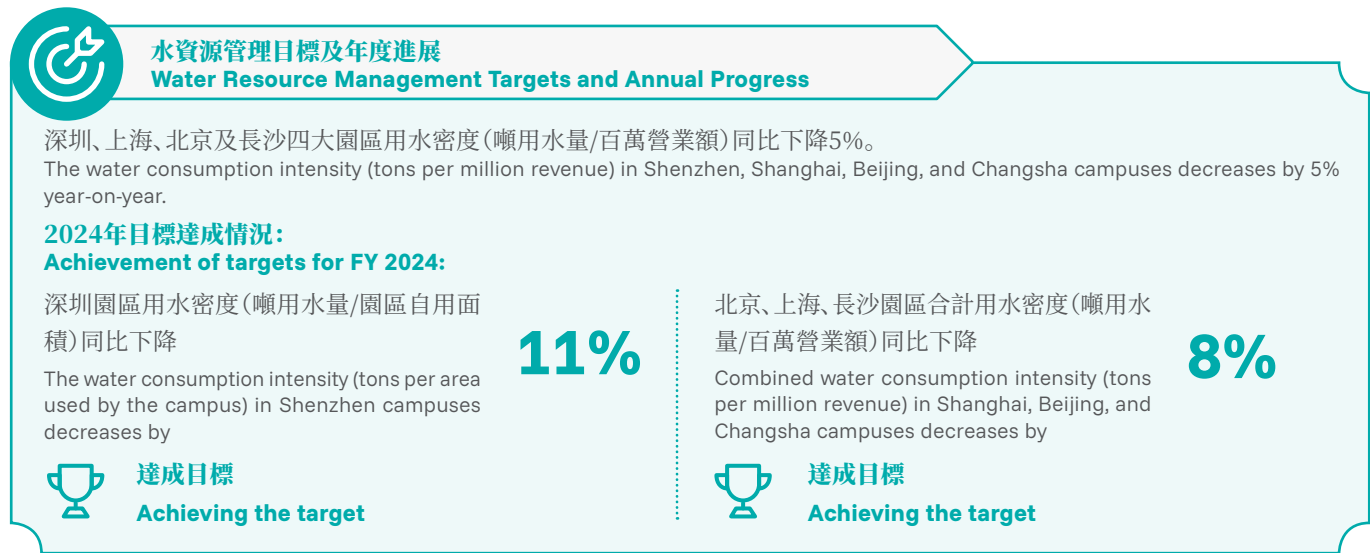
以奮鬥者為本，
長期堅持明心淨心
Striver-oriented, Long-term
Adherence to Pure and Visionary Mind

建設自己，
修復與環境的關係
Building Ourselves and Restoring
the Relationship with the Environment

附錄
Appendix

水資源管理策略 Water Resource Management Strategies

- 精細化用水管理:**引入先進節水設備，減少用水消耗；利用智能水壓監測、水耗監測等節水技術，及時發現用水異常情況，優化供水調度和管理。
Refined Water Use Management: We adopt advanced water-saving equipment to reduce consumption. Intelligent monitoring technologies such as water pressure and usage sensors are used to detect anomalies and optimize supply scheduling.
- 水資源評估:**每年定期開展水資源評估，識別并挖掘節水和提升用水效率的機會，并根據評估結果制定改進措施；定期委托第三方機構進行水質檢測，確保運營區域的用水安全。
Water Resource Assessment: We conduct annual assessments to identify and address opportunities for water conservation and efficiency improvements. We engage third-party institutions for regular water quality testing to ensure water safety in operational areas.
- 水資源循環利用:**通過廢水回用、雨水收集等措施，提高水資源的循環利用率，減少新鮮水的使用。
Water Recycling: Through wastewater reuse and rainwater harvesting, we enhance the recycling rate of water resources and reduce reliance on fresh water.
- 員工倡導:**每年面向全體員工開展節水培訓，涵蓋節水技術、廢水管理、用水規範及最佳實踐等內容，結合日常宣傳、環保大使宣講等活動提高員工節水意識。
Employee Engagement: We conduct annual training for employees on water-saving technologies, wastewater management, water usage protocols, and best practices. We enhance employee awareness through daily communication and ambassador-led awareness activities.



4.4.2 水資源管理行動

報告期內，我們開展多項節水舉措，各園區定期開展節水專項行動，有效提高用水效能。

智能用水監控:安裝智能水錶和水壓監測設備，即時監測辦公區域用水情況，及時發現異常并動態調整，提高水資源管理能力。

4.4.2 Water Resource Management Actions

During the reporting period, we carried out a variety of water-saving initiatives. Each campus regularly conducted special water-saving actions to improve efficiency.

Intelligent Water Monitoring: We installed smart water meters and pressure monitoring devices to track water usage in office areas in real time, enabling timely detection of anomalies and dynamic adjustments, thus improving the ability of water resource management.

使用節水設備:推廣并優先採購節水型設備，如節水馬桶、水龍頭和灌溉系統，減少單位用水量。

循環用水:收集雨水、鼓勵有條件的園區購買達標中水用於綠化灌溉；採用二次用水或多級用水法，優化「輕度—重度」多級保潔用水流程，實現一水多用。

用水巡檢:建立用水設備台賬，制定巡檢計劃；各部門人員承擔節水義務，後勤部門及時維修滲漏情況，確保用水管理高效。

Use of Water-Saving Equipment: We promoted and prioritized the purchase of water-saving equipment such as toilets, faucets, and irrigation systems to reduce water use per unit.

Water Recycling: We collected rainwater and encouraged eligible campuses to purchase treated water for landscape irrigation. We also applied secondary and multi-stage water use practices to optimize cleaning processes from light to heavy applications, maximizing water reuse.

Water Use Inspections: We maintained equipment ledgers and inspection plans. Departments took responsibility for water conservation. All departments participated in water conservation efforts, while the logistics team promptly addressed leaks to maintain efficient water use management.

- **深圳園區**應用4G雲智能報警裝置，及時識別設備滴漏等用水異常，降低供水中斷風險；運用多功能拖掃一體化設備，減少水資源消耗和污水排放。
The Shenzhen campus deployed 4G cloud-based smart alert devices to promptly detect leaks and reduce water supply interruption risk. It used multifunctional sweeping equipment to cut water consumption and wastewater discharge.
- **北京園區**在綠化養護中採用滴灌、噴灌等高效灌溉技術，減少水資源浪費；舉辦「節水周」活動，通過講座、展覽等形式宣傳節水知識。
The Beijing campus adopted efficient irrigation methods like drip and spray systems in landscaping to reduce waste. It held “Water Conservation Week” with lectures and exhibitions.
- **上海園區**積極更換相關節水器具，如更換廁所小便池為感應式龍頭（節水30%），更換節水型馬桶（單次沖水量≤4L），更換老舊設備的閥門及浮球等，減少水的使用量及滴水滲漏情況。
The Shanghai campus actively replaced outdated fixtures, including sensor-based urinals (30% water savings), low-flow toilets (≤4L per flush), and worn valves and float balls to reduce water usage and leakage.
- **長沙園區**積極採用節水技術和措施，如調節水閥出水量、加強水資源循環利用等，減少新鮮水使用量。
The Changsha campus implemented water-saving techniques such as regulating valve flow and strengthening water reuse practices to reduce fresh water consumption.

4.5 排放與廢棄物管理

金蝶國際嚴格遵守《中華人民共和國水污染防治法》《中華人民共和國大氣污染防治法》《中華人民共和國固體廢物污染環境防治法》等相關法律法規，建立完善的廢棄物管理體系，制定《廢棄物管理規定》《污水收集與排放管理制度》《廢氣收集與排放管理制度》《危險化學品管理程序》《環境因素識別與評價程序》《垃圾分類作業指導書》《垃圾清運及處理作業指導書》等一系列內部制度，規範廢棄物的分類及處置流程和方法，推動廢棄物的有效回收和利用，減少運營過程中產生的廢棄物，最大限度降低對環境的影響。

Emissions and Waste Management

Kingdee International strictly complies with laws and regulations such as the *Law of the People’s Republic of China on Prevention and Control of Water Pollution*, the *Atmospheric Pollution Prevention and Control Law of the People’s Republic of China*, and the *Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*. We have established a comprehensive waste management system, formulating a series of internal policies including the *Waste Management Regulations*, the *Sewage Collection and Discharge Management System*, the *Exhaust Gas Collection and Discharge Management System*, the *Hazardous Chemicals Management Procedure*, the *Environmental Factors Identification and Evaluation Procedure*, the *Waste Classification Operation Manual*, and *Waste Collection and Disposal Guidelines*. These policies standardize waste classification, disposal procedures and methods, promote effective waste recycling and utilization, reduce waste generated during operations, and minimize environmental impact.

4.5.1 排放與廢棄物管理策略與目標

本集團遵循減量化、再利用、再循環（3R）原則，對廢棄物的產生、處置、運輸和回收利用設定了明確的管理方法和流程。我們關注廢棄物的減量化與回收利用，通過源頭減量、分類處置、定期審計等方式降低廢棄物的產生，提高廢棄物處置效率。我們亦通過設定清晰的量化目標以推動持續改進，確保各項措施有效開展。

4.5.1 Emissions and Waste Management Strategies and Targets

The Group adheres to the principles of reduction, reuse, and recycling (3R), setting clear management methods and processes for waste generation, disposal, transport, and recycling. We emphasize minimizing waste and enhancing recycling through source reduction, waste segregation, and regular audits to reduce overall waste volume and improve disposal efficiency. We also set clear quantitative targets to promote continuous improvement and ensure effective implementation of all measures.

排放與廢棄物管理策略

Emissions and Waste Management Strategies

- **源頭減量:**通過無紙化辦公、優化辦公資源管理、延長設備使用壽命、綠色採購等方式從源頭減少廢棄物的產生。
Source Reduction: We minimize waste generation through paperless office practices, optimized resource management, prolonged equipment life, and green procurement practices.
- **廢棄物分類:**制定《垃圾分類作業指導書》，嚴格實施分類管理，并通過清晰標識有效區分各類廢棄物。
Waste Classification: We implement the *Waste Classification Operation Manual* for strict waste categorization, with clear labels to distinguish types of waste.
- **有效處置:**與第三方專業回收機構簽訂處置協議，確保各類廢棄物得到有效回收與處理。
Effective Disposal: We sign agreements with qualified third-party recycling agencies to ensure proper collection, treatment, recycling and disposal of all types of waste.
- **廢棄物審計:**每年開展一次全面內部廢棄物審計，瞭解各類廢棄物產生、處置情況，識別提升廢棄物處理績效的改進方向，并根據審計結果制定改進措施。
Waste Audits: We conduct a comprehensive internal waste audit annually to assess waste generation and disposal status, identify improvement areas, and develop corresponding measures.
- **全面循環計劃:**與第三方專業回收機構合作，建立健全廢棄物循環體系，確保廢棄物有效回收與再利用。
Comprehensive Recycling Programs: We cooperate with third-party professional recycling agencies to establish a robust recycling system and ensure effective reuse of waste.
- **員工倡導:**每年面向全體員工開展廢棄物管理相關培訓，涵蓋廢棄物分類、回收利用、源頭減量等內容，結合日常宣傳、環保大使宣講等活動提高員工環保減廢意識。
Employee Engagement: We conduct annual waste management training for all employees, covering waste classification, recycling, and source reduction, supported by ongoing communication and ambassador-led promotions to enhance environmental awareness.



排放與廢棄物管理目標及年度進展

Emissions and Waste Management Targets and Annual Progress

提高廢棄物回收利用率:

2025年將辦公廢紙、塑料瓶等可回收廢棄物的回收利用率提高到90%。

Increase Recyclable Waste Utilization Rate: Raise the recycling rate of office wastepaper, plastic bottles, and other recyclable waste to 90% by 2025.

有害廢棄物無害化處理:

已回收有害廢棄物的無害化處理率提高到100%。通過與專業的廢棄物處理機構合作，嚴格按照相關法規和標準進行處理，防止有害廢棄物對環境和人體健康造成危害。

Harmless Treatment of Hazardous Waste: Achieve a 100% harmless disposal rate of recovered hazardous waste. We collaborate with professional treatment institutions to ensure safe and compliant disposal according to regulations and standards, preventing harm to the environment and human health.

2024年目標達成情況:

Achievement of targets for FY 2024:

2024年目標達成情況: 2024年排放物100%達標排放。

Achieved 100% compliance with emission standards.



達成目標

Achieving the target

127 建設自己，修復與環境的關係

Building Ourselves and Restoring the Relationship with the Environment 128

包材減量化措施
Packaging Reduction Measures

「金蝶有禮」禮品包裝實施再生循環利用計劃，全面棄用塑料包裝，充分考慮可重複利用性，如採用藤籃包裝，可作為家庭收納箱使用，減輕包裝廢棄物對環境的影響。

The “Kingdee Gift” series adopted a recycled and reusable packaging plan. Plastic packaging was entirely abandoned in favor of reusable options such as rattan baskets, which can be used as home storage boxes, thereby reducing packaging waste and its environmental impact.



金蝶有禮 藤編員工禮盒
Kingdee Gift – Rattan-Woven
Employee Gift Box

金蝶有禮 軟木屑員工禮盒
Kingdee Gift – Cork Shavings
Employee Gift Box

4.5.2 廢棄物分類管理與處置

4.5.2 Waste Classification and Disposal

分類 Category	排放類型 Emission Type	處置方式 Disposal
廢水 Waste Water	生活污水、食堂排放的污水 Domestic sewage and sewage originating from the cafeteria	- 源頭控制，定期檢查并開展污水管網的清掏，杜絕因管理不善導致的跑、冒、滴、漏現象； Such water is controlled at the source, with regular inspection and cleaning of the sewage pipeline network to prevent leaks and spills; - 衛生間污水須經化糞池處理後，排入污水管道； Restroom wastewater is treated through septic tanks before discharge into sewage channels; - 食堂污水須經濾網、隔油池去油後，排入污水管道； Canteen wastewater is treated with strainers and grease traps to remove oils before being discharged into sewage pipelines.
廢氣 Air Emissions	廚房油煙、應急發電機廢氣 Kitchen oil fumes and exhaust emissions from emergency generators	- 廚房設置獨立煙道排煙； Independent exhaust flues are installed in kitchens; - 發電機工作時產生的廢氣按設備使用要求經過淨化或隔離處理後排出。 Exhaust from generators is purified or isolated according to usage requirements before discharge.
一般固體廢棄物 General Solid Waste	可回收廢棄物（如紙類、木頭類、塑料類、金屬類以及可回收利用的電子廢棄物等）、不可回收廢棄物、廚餘垃圾等 Recyclable waste (e.g., paper, wood, plastics, metals, recyclable electronic waste), non-recyclable waste, food waste	- 依據《垃圾分類作業指導書》對固體廢棄物進行分類，在規定場所存放，指定專人管理，設立并使用提示標識； General solid waste is classified per the <i>Waste Classification Operation Manual</i>, stored in designated areas with dedicated personnel and clear signage; - 建立《廢棄物清單》，防止廢棄物亂堆亂放及撒落現象，保持整體環境清潔，由具備資格的第三方機構回收； A <i>Waste Inventory</i> is maintained to prevent disorderly accumulation or spills; qualified third parties are engaged for regular recycling; - 環保部門每月對廢棄物集中回收、存貯情況進行檢查，對不合格情況指導整改、驗收，檢查結果記錄在《廢棄物檢查記錄表》中。 The environmental department inspects waste collection and storage monthly, provides guidance and corrective actions for non-compliant cases, and records results in the <i>Waste Inspection Record Log</i>.

分類 Category	排放類型 Emission Type	處置方式 Disposal
危險廢棄物 Hazardous Waste	廢電池、廢螢光燈管、硒鼓、墨盒、接觸過化學用品的用具或材料（如顏料盒、油漆桶、殺蟲劑罐等） Used batteries, fluorescent tubes, toner cartridges, ink cartridges, and items in contact with chemicals (e.g., paint buckets, pesticide cans)	- 對提供服務、辦公過程中產生的危險固體廢棄物，淘汰、偽劣、過期、失效的危險廢棄化學品集中回收，交由第三方專業供應商或有資質的危險廢棄物回收站進行回收處理； Hazardous waste—expired, defective, or unused—are centrally collected and handled by certified third-party recyclers; - 對於暫不能處理的危險廢棄物，集中存放，設置隔離設施，指定專人管理，設立并使用提示標識； Waste that cannot be processed immediately is stored in isolation with designated personnel and signage; - 建立《廢棄物清單》，每月對危險廢棄物集中存貯情況進行檢查。 A <i>Waste Inventory</i> is maintained and monthly inspections of hazardous waste storage are conducted and recorded.

2024年，我們對垃圾房進行升級改造，增設清晰的垃圾分類標識，便于區分可回收物、有害垃圾、廚餘垃圾以及其他垃圾等類別。同時，配置空氣質量線上監測系統，開展自動定時全面消殺措施，實時檢測并高效管理異味問題，保持環境整潔。

In 2024, we upgraded our waste collection areas with clear signage for recyclables, hazardous waste, food waste, and others. We also implemented an online air quality monitoring system and automated sterilization measures to promptly detect and manage odors and maintain a clean environment.

4.6 綠色建築

Green Building

金蝶國際積極回應國家「雙碳」戰略，新總部大樓「金蝶雲大廈」自設計之初便融入科技、高效、綠色、健康、共享的理念，通過使用綠色環保建材、引入節能技術與產品、提升資源利用效率等舉措，最小化建造和運營過程中對周圍環境的影響，著力打造生態友好的辦公環境。目前「金蝶雲大廈」已獲得LEED鉑金預認證和中國綠建三星級認證。

Kingdee International actively supports the national “carbon peaking and carbon neutrality” strategy. From its initial design, our new headquarters building—“Kingdee Cloud Building”—integrated the principles of technology, efficiency, green, health, and sharing. By using eco-friendly materials, energy-saving technologies and products, and resource-efficiency practices, we minimized the environmental impact throughout the construction and operation stages to create an eco-friendly office environment. “Kingdee Cloud Building” has received LEED Platinum Pre-certification and China Green Building Three Star Certification.



LEED鉑金級預認證
LEED Platinum Pre-certification



中國綠建三星
China Green Building Three Star Certification

綠色設計

Green Design



節能生態幕牆：「金蝶雲大廈」的53,451m²外立面幕牆均採用三銀LOW-E中空玻璃，可見光透射率高達約95%結合大廈定制「K」字穿孔圖案，有效降低建築表面反光率，符合鳥類的視覺習慣，防止鳥類撞牆并減少城市光污染。此外，幕牆系統具備優異的紫外綫阻隔、隔熱和降噪性能，并配合內開式窗戶形成自然風道，即使在關閉中央空調的情況下，也能讓深圳灣的清新海風和大沙河綠地的自然風順暢流入，形成「會呼吸的建築」。實測顯示，自然新風量可達31m³/小時/人，且富含森林級負氧離子，顯著提升室內空氣質量。持續引入自然風，有助於減少「空調病」，提升員工舒適度和工作效率。整體設計兼顧生態保護、節能降耗與室內健康環境，契合深圳高溫高濕氣候特點，全面提升建築的運行效能和使用體驗。

Energy-Saving Ecological Curtain Wall: The Kingdee Cloud Building's entire 53,451 m² exterior curtain wall uses triple-silver LOW-E insulated glass with a visible light transmittance of approximately 95%. The Customized “K” shaped perforated pattern reduces surface reflectivity, aligning with bird vision to prevent collisions and minimize urban light pollution. The curtain wall system also features excellent UV blocking, thermal insulation, and soundproofing. Combined with inward-opening windows, it creates a natural ventilation path, allowing fresh sea breezes from Shenzhen Bay and natural wind from the Dasha River greenway to enter even without central air conditioning, creating a “breathing building”. Tests show that the natural ventilation rate reaches 31 m³/hour/person and, enriched with negative oxygen ions, significantly improving air quality. Continuous fresh air introduction reduces the risk of “air conditioning syndrome”, enhancing employee comfort and productivity. The overall design balances ecological protection, energy conservation, and indoor health, optimized for Shenzhen's hot and humid climate, greatly improving building performance and user experience.



節能電梯系統：電梯系統配置20部瑞士Schindler品牌進口高速電梯，均採用無接觸式扶梯技術，最長候梯時間約為27.5秒，在高峰期可實現候梯時間節省約30%。

Energy-Efficient Elevator System: The building is equipped with 20 imported high-speed elevators from Schindler (Switzerland), using contactless technology. The longest waiting time is about 27.5 seconds, with a 30% reduction in wait time during peak hours.



節能空調系統：大廈配置了智能化克萊門特磁懸浮空調系統，實現了粗效和中效過濾以及靜電空氣淨化功能。在啟用ECO模式下，潛在的節能率可達29%，綜合能效超過了廣東省一級標準。

Energy-Saving Air Conditioning System: The building is equipped with intelligent CLIMAVENETA magnetic suspension chillers, offering coarse and medium filtration and electrostatic purification. Under ECO mode, potential energy savings reach 29%, exceeding Guangdong's top-tier efficiency standard.



照明節能策略：在公共區域，照明系統實施分區控制、定時控制以及感應控制等節能措施；同時，確保採光區域的照明控制與其他區域的照明控制相互獨立。

Lighting Energy Strategies: In public areas, lighting systems are controlled by zoning, timers, and motion sensors. Lighting in well-lit areas operates independently from other zones.



智慧資源管理：通過物聯網(IoT)平臺實現樓宇智能化的能源與水資源管理，實時監控。

Smart Resource Management: An IoT platform enables smart management of building energy and water resources, with real-time monitoring.



空中花園：「金蝶雲大廈」使用4層挑高空間，建立了一座面積達2,000m²的開放式垂直生態花園——金蝶公園，巧妙調節建築溫度之餘，為辦公場域引入生態活力。

Sky Garden: A 2,000 m² open vertical ecological garden—Kingdee Park—is built within four-story high open spaces. It regulates building temperature and injects ecological vitality into the office environment.



綠色施工

Green Construction



嚴格處置排放與廢棄物：依據主管機關的規定及地方環境保護標準，對建設過程中產生的噪音、廢水、廢氣及固體廢棄物的產生及其處理實施嚴格的要求與管理。

Strict Emission and Waste Management: We strictly followed regulatory and local environmental standards to manage noise, wastewater, air emissions, and solid waste during construction.



生態保育：在施工過程中實施有效策略，以預防水土流失，避免對自然環境造成破壞和污染；施工結束後，迅速恢復健全的自然生態系統。

Ecological Protection: Measures were taken during construction to prevent soil erosion and avoid environmental damage and pollution. Post-construction, the natural ecosystem was quickly restored.



雜訊控制策略：在大型建築施工過程中，針對所有發聲設備實施雜訊遮罩設計，安裝相應的消聲、隔音以及減振設施。

Noise Control Measures: For all noise-generating equipment, we applied noise-masking designs and installed soundproofing, silencing, and vibration isolation equipment during construction.

附錄

Appendix

ESG關鍵績效表¹

ESG Key Performance Tables¹

環境績效

Environmental Performance

指標 Indicators	單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
溫室氣體排放 ^{2,3} Greenhouse Gas Emissions ^{2,3}				
營業額 Revenue	百萬元人民幣 RMB Million	6,255.68	5,679.07	4,865.77
辦公物業總面積 ⁴ Total office property area ⁴	平方米 m ²	185,605.01	132,304.50	119,258.81
溫室氣體排放總量(範圍一、範圍二、範圍三) Total GHG emissions (Scope 1, 2, 3)	噸二氧化碳當量 tCO ₂ e	18,019.02	/	/
溫室氣體排放總量(範圍一、範圍二) Total GHG emissions (Scope 1, 2)	噸二氧化碳當量 tCO ₂ e	8,315.95	7,452.59	6,583.00
範圍一溫室氣體排放量 ⁵ Scope 1 emissions ⁵	噸二氧化碳當量 tCO ₂ e	302.05	/	/
範圍二溫室氣體排放量 ⁶ Scope 2 emissions ⁶	噸二氧化碳當量 tCO ₂ e	8,013.90	/	/
範圍三溫室氣體排放量 ⁷ Scope 3 emissions ⁷	噸二氧化碳當量 tCO ₂ e	9,703.07	/	/
範圍三 類別6 商務旅行 Scope 3 Category 6 Business travel emissions	噸二氧化碳當量 tCO ₂ e	5,968.53	/	/
範圍三 類別7 員工通勤 Scope 3 Category 7 Employee commuting emissions	噸二氧化碳當量 tCO ₂ e	3,734.55	/	/
溫室氣體排放強度(按營業額計算) ⁸ GHG emissions intensity (by Revenue) ⁸	噸二氧化碳當量/ 百萬元人民幣 tCO ₂ e/RMB million	1.33	1.31	1.35
溫室氣體排放強度(按總辦公物業面積計算) ⁹ GHG emissions intensity (by Total office property area) ⁹	噸二氧化碳當量/平方米 tCO ₂ e/m ²	0.04	0.05	0.06
能源消耗 ¹⁰ Energy Consumption ¹⁰				
能源消耗總量 Total energy consumption	兆瓦時 MWh	16,184.88	/	/
能源消耗強度(按營業額計算) Energy consumption intensity (by Revenue)	兆瓦時/百萬元人民幣 MWh/RMB million	2.59	/	/

指標 Indicators	單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
能源消耗 ¹⁰ Energy Consumption ¹⁰				
能源消耗強度(按辦公物業總面積計算) Energy consumption intensity (by Total office property area)	兆瓦時/平方米 MWh/m ²	0.09	/	/
直接能源消耗量 ¹¹ Direct energy consumption ¹¹	兆瓦時 MWh	1,247.77	/	/
汽油消耗量 Gasoline consumption	升 Liter	135,172.80	155,768.40	166,329.00
柴油消耗量 ¹² Diesel consumption ¹²	升 Liter	700.00	44.72	25.00
天然氣消耗量 ¹³ Natural gas consumption ¹³	立方米 m ³	5,475.20	5,110.24	/
間接能源消耗量 ¹⁴ Indirect energy consumption ¹⁴	兆瓦時 MWh	14,937.11	/	/
外購電力用量 ¹⁵ Purchased grid electricity consumption ¹⁵	兆瓦時 MWh	14,927.52	12,427.60	10,855.10
外購暖氣消耗量 Purchased heat consumption	吉焦 GJ	34.50	/	/
耗電強度(按營業額計算) Electricity consumption intensity (by Revenue)	兆瓦時/百萬元人民幣 MWh/RMB million	2.39	2.19	2.23
耗電強度(按辦公物業總面積計算) Electricity consumption intensity (by Total office property area)	兆瓦時/平方米 MWh/m ²	0.08	0.09	0.09
水資源消耗 ¹⁶ Water Consumption ¹⁶				
用水總量 Total water consumption	噸 ton	102,531.98	96,870	85,377
用水強度(按營業額計算) Water consumption intensity (by Revenue)	噸/百萬元人民幣 ton/RMB million	16.39	17.06	17.55
用水強度(按辦公物業總面積計算) ¹⁷ Water consumption intensity (by Total office property area) ¹⁷	噸/平方米 ton/m ²	0.55	0.73	0.72
廢水排放量 ¹⁸ Wastewater discharge ¹⁸	噸 ton	72,618.10	87,440.90	/
廢棄物處置 ¹⁹ Waste Disposal ¹⁹				
有害廢棄物總量 ²⁰ Total amount of hazardous waste ²⁰	千克 kg	302.68	523.09	/
廢舊燈管 Waste lamps	千克 kg	152.00	110.99	/
廢電池 Waste batteries	千克 kg	84.00	40.66	/

指標 Indicators	單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
廢棄物處置 ¹⁹ Waste Disposal ¹⁹				
廢打印機墨盒 Waste printer cartridges	千克 kg	66.68	211.44	/
廢油漆和溶劑 Waste paint and solvents	千克 kg	0.00	159.00	/
其他有害廢棄物 Other hazardous waste	千克 kg	0.00	1.00	/
無害廢棄物總量 ²¹ Total amount of non-hazardous waste ²¹	千克 kg	541,882.00	664,615.00	/
生活垃圾 Domestic waste	千克 kg	480,241.50	596,100.00	/
廚餘垃圾 Food waste	千克 kg	60,021.50	68,300.00	/
報廢辦公用品 Scrapped office supplies	千克 kg	1,605.00	29.00	/
裝修廢棄物 Renovation waste	千克 kg	14.00	100.00	/
其他無害廢棄物 Other non-hazardous waste	千克 kg	0.00	86.00	/
回收/再利用的廢棄物總量 ²² Total amount of waste recycled ²²	千克 kg	9,926.00	8,292.00	/
廢棄紙板紙箱 Waste paperboard and cartons	千克 kg	8,803.00	6,828.00	/
廢塑料 Waste plastics	千克 kg	844.00	624.00	/
廢金屬 Waste metals	千克 kg	254.00	120.00	/
報廢設備 Scrapped equipment	千克 kg	25.00	11.00	/
有害廢棄物排放密度 Hazardous waste emissions intensity	千克/百萬元人民幣 kg/RMB million	0.05	0.09	/
無害廢棄物排放密度 Non-hazardous waste emissions intensity	千克/百萬元人民幣 kg/RMB million	86.62	117.03	/

注：
Note:

1. 「/」表示因指標口徑發生變化或新增指標而出現無法溯源往年數據的情形。
“/” indicates situations where historical data cannot be traced due to changes in the statistical scope of the indicator or the addition of new indicators.

2. 本集團的主要氣體排放物為溫室氣體排放，由化石燃料使用、外購電力和熱力所產生。
The main gaseous emissions of Kingdee are GHG emissions, generated from the use of fossil fuels, purchased electricity, and purchased heat.

3. 本集團按照《溫室氣體核算體系：企業核算與報告標準》計算溫室氣體排放；溫室氣體排放量僅統計二氧化碳，不含其他溫室氣體。
Kingdee calculated GHG emissions in accordance with the *GHG Protocol Corporate Accounting and Reporting Standard*. The reported GHG emissions include carbon dioxide (CO2) only, excluding other greenhouse gases.

4. 辦公物業總面積=物業自用建築面積+辦公租賃面積。
Total office property area= Floor area for self-use of property + Office leased area.

5. 本集團範圍一溫室氣體排放來自車輛和發電機所消耗的化石燃料和餐廳使用的天然氣產生的直接溫室氣體排放，化石燃料排放因子來源於《組織溫室氣體排放量化和報告指南》。
Kingdee's Scope 1 GHG emissions come from direct emissions generated by the consumption of fossil fuels in vehicles, generators and natural gas used in restaurants. The emission factors for fossil fuels are derived from the *Guidelines for the Quantification and Reporting of Organizational Greenhouse Gas Emissions*.

6. 本集團範圍二溫室氣體排放來自外購電力和外購暖氣所產生的間接溫室氣體排放，採用「基於地域」的方法計算，電力排放因子來源於中華人民共和國生態環境部和國家統計局發佈的《關於發佈2022年電力二氧化碳排放因子的公告》，熱力排放因子來源於《公共建築運營企業溫室氣體排放核算方法和報告指南（試行）》。
Kingdee's Scope 1 GHG emissions come from the indirect emissions generated by purchased electricity and purchased heat, and are calculated using the "location-based" method. The electricity emission factor is derived from the *Announcement on the 2022 Carbon Dioxide Emission Factor for Electricity* issued by the Ministry of Ecology and Environment and the National Bureau of Statistics of the People's Republic of China. The heat emission factor is derived from the *Guidelines for Greenhouse Gas Emission Accounting Methodology and Reporting for Public Building Operators (Trial)*.

7. 本集團範圍三統計類別包含商務履行和員工通勤。範圍三所涉及排放因子來源於《中國產品全生命週期溫室氣體排放係數庫》、《廣州碳中和排放量核算通則》和《深圳市低碳公共出行碳普惠方法學（試行）》。
Kingdee's Scope 3 categories include business travel and employee commuting. The emission factors for Scope 3 are derived from the *China Products Carbon Footprint Factors Database (CPCD)*, the *Guangzhou General Guidelines for Carbon Neutrality Emissions Accounting*, and the *Shenzhen Carbon Inclusive Methodology for Low-Carbon Public Transport (Trial)*.

8. 溫室氣體排放強度(按營業額計算)= 溫室氣體排放總量(範圍一、範圍二)/營業額。
GHG emissions intensity (by Revenue)=Total GHG emissions (Scope 1, 2)/Revenue.

9. 溫室氣體排放強度(按總辦公物業面積計算)=溫室氣體排放總量(範圍一、範圍二)/辦公物業總面積。
GHG emissions intensity (by Total office property area)=Total GHG emissions (Scope 1, 2)/Total office property area.

10. 能源消耗參考《綜合能耗計算通則》(GB/T2589—2020)中的係數進行計算。
Energy consumption is calculated with reference to the coefficients in the National Standards of the *General Rules for Calculation of the Comprehensive Energy Consumption (GB/T 2589-2020)*.

11. 本年度直接能源消耗量包括汽油、柴油和天然氣消耗量。
The direct energy consumption for the year includes the consumption of gasoline, diesel, and natural gas.

12. 本年度柴油消耗量增加主要因為報告期內開展金蝶雲大廈消防驗收和多次斷電測試，斷電期間，使用柴油發電。
The increase in diesel consumption for the year was mainly due to the fire safety inspection and multiple power outage tests of the Kingdee Cloud Building during the reporting period. During the power outages, diesel generators were used.

13. 此處對2023年度數據進行回溯調整，統計口徑包括深圳、北京、上海、長沙四大園區。
A retrospective adjustment has been made to the FY 2023 data, with the statistical scope covering the four major campuses in Shenzhen, Beijing, Shanghai, and Changsha.

14. 本年度間接能源消耗量包括外購電力用電量和外購暖氣消耗量。
The indirect energy consumption for the year includes purchased electricity and heat.

15. 本年度外購電力用電量增加主要因為金蝶雲大廈投入使用，長沙園區投入使用、以及集團AI等技術研發投入增加。
The increase in purchased electricity for the year was mainly due to the commissioning of the Kingdee Cloud Building, the operation of the Changsha campus, and the increased investment in AI and other technology R&D by the Group.

16. 本集團用水主要來自市政供水，不存在求取適用水源問題。
Kingdee's water usage mainly comes from the municipal water supply, and there is no issue with sourcing suitable water.

17. 此處對2023年度數據進行回溯調整，統一按「辦公物業總面積」計算，包括物業自用建築面積和辦公租賃面積。
A retrospective adjustment has been made to the FY 2023 data, with the calculation unified based on "Total office property area," including both the Floor area for self-use of property and office leased area.

18. 此處對2023年度數據進行回溯更正。廢水排放量統計口徑為深圳、北京、上海、長沙四大園區，不包括其他分支機構。
A retrospective correction has been made to the FY 2023 data. The wastewater discharge statistics are based on the four major campuses in Shenzhen, Beijing, Shanghai, and Changsha, excluding other branches.

19. 廢棄物處置統計口徑為深圳、北京、上海、長沙四大園區，不包括其他分支機構。
The waste disposal statistics are based on the four major campuses in Shenzhen, Beijing, Shanghai, and Changsha, excluding other branches.

20. 本年度有害廢棄物包括廢舊燈管、廢電池和廢打印機墨盒。
The hazardous waste for the year includes waste lamps, waste batteries, and waste printer cartridges.

21. 本年度無害廢棄物包括生活垃圾、廚餘垃圾、報廢辦公用品和裝修廢棄物。
The non-hazardous waste for the year includes domestic waste, food waste, scrapped office supplies, and renovation waste.

22. 本年度回收/再利用的廢棄物總量包括廢棄紙板紙箱、廢塑料、廢金屬和報廢設備。
The waste recycled for the year includes waste paperboard and cartons, waste plastics, waste metals, and scrapped equipment.

社會績效
Social Performance

指標 Indicators		單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
員工招聘與僱傭 Employee Recruitment and Employment					
員工總人數 ¹ Total number of employees ¹		人 Person	12,149	12,348	12,036
按僱傭類型劃分的 員工人數 Number of employees by employment type	全職員工 Full-time employees	人 Person	12,149	12,348	12,036
	實習員工 Interns	人 Person	396	455	/
	外包員工(勞務派遣) Outsourced employees (labor dispatch)	人 Person	134	243	/
按性別劃分的員工人數 Number of employees by gender	男性員工 Male	人 Person	7,841	7,950	7,789
	女性員工 Female	人 Person	4,308	4,398	4,247
按年齡組別劃分的 員工人數 Number of employees by age group	30歲以下(不含30歲) Under 30 (excluding 30)	人 Person	4,276	4,895	4,589
	30歲至50歲 30 to 50 years old	人 Person	7,640	7,264	7,246
	50歲以上(不含50歲) Above 50 (excluding 50)	人 Person	233	189	201
按學歷劃分的員工人數 Number of employees by education level	碩士及以上 Master's degree and above	人 Person	1,137	1,081	1,033
	本科 Bachelor's degree	人 Person	10,035	10,218	9,891
	專科及以下 Associate degree and below	人 Person	977	1,049	1,112
按地區劃分的員工 總人數 Number of employees by region	中國大陸 Mainland China	人 Person	12,098	12,301	11,995
	港澳台 Hong Kong, Macao, and Taiwan	人 Person	44	47	40
	海外 Overseas	人 Person	7	0	1
新進員工總數 Total number of new employees		人 Person	1,969	2,346	2,823
按性別劃分的新進 員工人數 Number of new employees by gender by gender	男性員工 Male	人 Person	1,355	1,544	1,852
	女性員工 Female	人 Person	614	802	971
按年齡組別劃分的新進 員工人數 Number of new employees by age group	30歲以下(不含30歲) Under 30 (excluding 30)	人 Person	1,355	1,519	1,738
	30歲至50歲 30 to 50 years old	人 Person	607	823	1,081
	50歲以上(不含50歲) Above 50 (excluding 50)	人 Person	7	4	4

指標 Indicators		單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
按地區劃分的新進 員工人數 Number of new employees by region	中國大陸 Mainland China	人 Person	1,953	2,334	2,809
	港澳台 Hong Kong, Macao, and Taiwan	人 Person	12	12	14
	海外 Overseas	人 Person	4	0	0
由內部候選人填補的空缺職位百分比 ² Percentage of open positions filled by internal candidates ²		%	48.51	36.20	/
員工流失率 ³ Total employee turnover rate ³		%	17.85	16.26	/
員工自願離職率 ⁴ Voluntary employee turnover rate ⁴		%	10.69	/	/
按性別劃分的 員工流失率 Employee turnover rate by gender	男性員工 Male	%	18.67	16.65	21.08
	女性員工 Female	%	16.34	14.48	17.26
按年齡組別劃分的 員工流失率 Employee turnover rate by age group	30歲以下(不含30歲) Under 30 (excluding 30)	%	23.76	23.92	24.80
	30歲至50歲 30 to 50 years old	%	14.96	10.70	16.88
	50歲以上(不含50歲) Above 50 (excluding 50)	%	12.88	6.88	6.97
按地區劃分的 員工流失率 Employee turnover rate by region	中國大陸 Mainland China	%	17.77	15.89	19.64
	港澳台 Hong Kong, Macau, and Taiwan	%	40.91	12.77	47.50
	海外 Overseas	%	0	0	0
員工培訓與發展 Employee Training and Development					
受訓員工總數 ⁵ Total number of employees trained ⁵		人 Person	15,060	13,032	12,573
受訓員工百分比 Percentage of employees who received training		%	100	100	100
員工培訓總時數 ⁶ Total training hours ⁶		小時 Hour	428,378	211,245	138,309
員工培訓平均時數 ⁷ Average training hours per employees ⁷		小時 Hour	28.44	16.20	11.49
員工培訓平均支出 ⁸ Average amount spent per employee on training ⁸		千元人民幣 RMB1,000	0.86	/	/
人均利潤 ⁹ Profit per employee ⁹		千元人民幣 RMB1,000	11.69	/	/

指標 Indicators		單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
員工培訓與發展 Employee Training and Development					
按性別劃分的受訓員工百分比 Percentage of employees who received training (by gender)	男性員工 Male	%	100	100	100
	女性員工 Female	%	100	100	100
按雇員類別劃分的受訓員工百分比 Percentage of employees who received training (by employee type)	高級管理層 Senior Management	%	100	100	100
	中級管理層 Middle Management	%	100	100	100
	初級管理層 Junior Management	%	100	100	100
	普通員工 Non-management employee	%	100	100	100
按性別劃分的員工培訓平均時數 Percentage of employees who received training (by gender)	男性員工 Male	小時 Hour	28.44	16.20	11.90
	女性員工 Female	小時 Hour	28.44	16.20	10.75
按雇員類別劃分的員工培訓平均時數 Average training hours by employee type	高級管理層 Senior Management	小時 Hour	5	/	/
	中級管理層 Middle Management	小時 Hour	30	/	/
	初級管理層 Junior Management	小時 Hour	33	/	/
	普通員工 Non-management employee	小時 Hour	28	/	/
參與定期績效目標設定、評估與反饋的員工比例 Percentage of employees receiving regular performance goal setting, assessment, and feedback		%	100	/	/
按性別劃分的參與定期績效目標設定、評估與反饋的員工百分比 Percentage of employees receiving regular performance goal setting, assessment, and feedback (by gender)	男性員工 Male	%	100	/	/
	女性員工 Female	%	100	/	/
按雇員類別劃分的參與定期績效目標設定、評估與反饋的員工百分比 Percentage of employees receiving regular performance goal setting, assessment, and feedback (by employee type)	高級管理層 Senior Management	%	100	/	/
	中級管理層 Middle Management	%	100	/	/
	初級管理層 Junior Management	%	100	/	/
	普通員工 Non-management employee	%	100	/	/

指標 Indicators		單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
員工權益與福利 Employee Rights and Benefits					
處於產假、待產假的雇員人數 Number of Employees on parental leave or pending parental leave		人 Person	121	133	194
產假後複職的雇員人數 Number of employees that returned to work after parental leave		人 Person	296	227	147
員工滿意度 ¹⁰ Employee satisfaction ¹⁰		%	87.08	88.45	89.46
健康與安全 Health and Safety					
因工亡故人數 Number of work-related fatalities		人 Person	0	0	0
因工傷損失工作日數 ¹¹ Working days lost due to work-related injuries ¹¹		天 Day	52	25	29
雇員體檢覆蓋率 Employee physical examination coverage rate		%	100	100	100
安全應急演練次數 Number of safety emergency drills		次 Time	24	12	15
供應鏈管理 Supply Chain Management					
按地區劃分的供應商數目 ¹² Number of suppliers by region ¹²	中國供應商 Chinese suppliers	家 NO.	1,182	459	348
	海外供應商 Overseas suppliers	家 NO.	1	0	0
一級供應商總數 Number of tier-1 suppliers		家 NO.	1,183	/	/
重要供應商總數 ¹³ Number of significant suppliers ¹³		家 NO.	149	/	/
簽署《供應商CSR行為準則》或相關準則的供應商數量 ¹⁴ Number of suppliers who have signed the CSR Code of Conduct for Suppliers or relevant guidelines ¹⁴		家 NO.	1,183	459	/
簽署《陽光合作承諾書》的供應商數量 ¹⁵ Number of suppliers who have signed the Letter of Commitment to Anti-Corruption Cooperation ¹⁵		家 NO.	1,183	182	/
產品責任 Product Responsibility					
質量事故認定數 Number of quality incidents identified		宗 Cases	7	9	6
客戶投訴數量 Number of valid customer complaints		宗 Cases	123	217	393
用戶全旅程觸點平均滿意度 Average satisfaction across all touchpoints of the user journey		%	93.40	92.10	91.80
客戶問題解決率 Customer issue resolution rate		%	99.60	99.50	97.00

指標 Indicators		單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
研發與創新 R&D and Innovation					
研發投入總額 Total R&D investment		億元 RMB100 million	15.16	15.10	14.58
研發投入占營業額比例 R&D / Revenue ratio		%	24.23	26.59	29.97
研發人員數量 Number of R&D personnel		人 Person	4,265	4,515	/
研發人員占員工總人數比例 R&D headcount ratio		%	35.11	36.56	/
累計申請專利數 Cumulative number of patent applications		項 patent	2,621	2,405	2,253
累計獲得授權專利數 Cumulative number of granted patents		項 patent	1,093	946	893
累計獲得軟件著作權 Cumulative number of software copyrights obtained		項 patent	1,236	1,075	/
新增申請專利數量 Number of new patent applications		項 patent	216	152	278
新增授權專利數量 Number of new patents granted		項 patent	147	53	112
新增軟件著作權申請數量 Number of new software copyright applications		項 patent	161	145	161
新增軟件著作權獲得數量 Number of new software copyrights obtained		項 patent	161	154	161
公益慈善與社區投資 Public Welfare Philanthropy and Community Investment					
公益捐款與社區投入總額 ¹⁶ Total charitable donations and community investment ¹⁶		萬元人民幣 RMB10,000	1,003.58	130.00	182.46
在專注範疇投入 資源總額 Total resources invested in focus areas	教育 Education	萬元人民幣 RMB10,000	231.17	/	/
	環境事宜 ¹⁷ Environmental issues ¹⁷	萬元人民幣 RMB10,000	746.39	/	/
	文化 Culture	萬元人民幣 RMB10,000	25.25	/	/
	體育 Sports	萬元人民幣 RMB10,000	0.57	/	/
	其他 ¹⁸ Other ¹⁸	萬元人民幣 RMB10,000	0.20	/	/

注：
Note:

1. 員工總人數不包含實習員工和外包員工。
The total number of employees does not include interns and outsourced employees.

2. 由內部候選人填補的空缺職位百分比=由內部候選人填補的職位數量/總空缺職位數量。
Percentage of open positions filled by internal candidates = Number of open positions filled by internal candidates / Total number of open positions

3. 員工流失率=(離職員工人數/員工總人數)×100%，離職員工包括自願離職、解雇、退休等的全職員工。
Total employee turnover rate = (Number of departed employees / Total number of employees)×100%. Departed employees include full-time employees who voluntarily resigned, were dismissed, retired, etc.

4. 員工自願離職率 =(自願離職員工人數/員工總人數)×100%。
Voluntary employee turnover rate = (Number of voluntary departures / Total number of employees)×100%.

5. 受訓員工總數包括年度內離職員工，故此處大於員工總人數。
Total number of employees trained includes employees who left during the year, so it may exceed the total number of employees.

6. 員工培訓總時數包括離職員工培訓時數。
Total training hours include training hours for employees who left during the year.
7. 員工培訓平均時數=員工培訓總時數/受訓員工總數。
Average training hours per employees = Total training hours / Total number of employees trained.
8. 員工培訓平均支出=員工培訓總支出/員工總人數。
Average amount spent per employee on training = Total amount spent on training / Total number of employees.
9. 人均利潤=營業利潤/員工總人數。
Profit per employee = Operating profit / Total number of employees.
10. 2023年與2022年員工滿意度數據回溯調整。
Employee satisfaction data for FY 2023 and FY 2022 have been retrospectively adjusted.
11. 本年度因工傷損失工作日數增加主要是因為員工在集團羽毛球賽中意外受傷的偶發個案所致。
The increase in working days lost due to work-related injuries this year was mainly caused by an incidental case in which employees were accidentally injured in the badminton tournament.
12. 供應商數目增加源於本年度統計口徑發生變化。中國供應商統計口徑包含港澳台供應商。
The increase in the number of suppliers is due to changes in the statistical scope this year. The Chinese suppliers include suppliers from Hong Kong, Macao, and Taiwan.
13. 重要供應商指對本集團具有重大業務相關性或重大影響風險的供應商，考量因素包括交易金額、業務連續性和不可替代性。
Significant suppliers refer to those with significant business relevance or significant risks to the group, considering factors such as transaction value, business continuity, and irreplaceability.
14. 簽署《供應商CSR行為準則》或相關準則的供應商數量增加源於本年度供應商統計口徑發生變化。
The increase in the number of suppliers who have signed the *CSR Code of Conduct for Suppliers* or relevant guidelines is due to changes in the supplier statistical scope in the year.
15. 簽署《陽光合作承諾書》的供應商數量增加源於本年度供應商統計口徑發生變化。
The increase in the number of suppliers who have signed the *Letter of Commitment to Anti-Corruption Cooperation* is due to changes in the supplier statistical scope in the year.
16. 公益捐款與社區投入總額增加主要源於社區環境事宜和教育範疇投入增加，本集團未發生任何政治和遊說團體的捐贈。
The increase in total charitable donations and community investment is mainly due to increased investments in community environmental issues and education. Kingdee has not made any contributions to political and lobbying organizations.
17. 環境事宜投入主要為金蝶社區公園建設及維護支出。金蝶社區公園為開放式公園，面向員工和外部公眾開放。
The investment in environmental issues mainly refers to expenditures for the construction and maintenance of the Kingdee Community Park. The Kingdee Community Park is an open park for employees and the general public.
18. 其他投入為武漢市躡口區中街道防汛慰問物資捐贈。
Other investment includes donations of flood relief supplies to Zhongjie Street, Qiaokou District, Wuhan.

管治績效
Governance Performance

指標 Indicators		單位 Unit	2024年 FY 2024	2023年 FY 2023	2022年 FY 2022
反貪污 Anti-corruption					
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 Number of corruption lawsuits filed against the issuer or its employees during the reporting period and adjudicated		件 Cases	0	0	0
接受反貪污培訓的董事數量 Number of directors receiving anti-corruption training		人 Person	7	7	2
接受反貪污培訓的董事占比 Percentage of directors receiving anti-corruption training training		%	100	/	/
接受反貪污培訓的員工數量 Number of employees receiving anti-corruption training		人 Person	12,149	1,253	4,283
接受反貪污培訓的員工占比 Percentage of employees receiving anti-corruption training		%	100	/	/
開展常規經營審計或專項審計的組織覆蓋率 ¹ Organizational coverage rate of regular operational audits or special audits ¹		%	100	/	/
反競爭行為 Anti-competitive practices					
與反競爭行為條例相關的法律訴訟所造成的金錢損失總額 Total monetary losses incurred from legal proceedings relating to anti-competitive practices regulations		萬元人民幣 RMB10,000	0	0	/

注：
Note:

1. 常規經營審計或專項審計包含貪污腐敗風險評估。
Regular operational audits or special audits include corruption risk assessments.

香港聯交所附錄C2《環境、社會及管治報告守則》指標索引表

HKEX Appendix C2 Environmental, Social and Governance Reporting Code Indicator Index

方面 Aspect	強制披露規定 Mandatory Disclosure Requirements	披露位置 Disclosure Location
管治架構 Governance Structure	由董事會發出的聲明, 當中載有下列內容: A statement from the board containing the following elements: (i)披露董事會對環境、社會及管治事宜的監管; (i) a disclosure of the board's oversight of ESG issues; (ii)董事會的環境、社會及管治管理方針及策略, 包括評估、優次排列及管理重要的環境、社會及管治相關事宜(包括對發行人業務的風險)的過程; 及 (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (iii)董事會如何按環境、社會及管治相關目標檢討進度, 並解釋它們如何與發行人業務有關連。 (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	董事會聲明 Board Statement
匯報原則 Reporting Principles	描述或解釋在編備環境、社會及管治報告時如何應用下列匯報原則: A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: 重要性: 環境、社會及管治報告應披露: (i)識別重要環境、社會及管治因素的過程及選擇這些因素的準則; (ii)如發行人已進行持份者參與, 已識別的重要持份者的描述及發行人持份者參與的過程及結果。 Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. 量化: 有關匯報排放量／能源耗用(如適用)所用的標準、方法、假設及／或計算工具的資料, 以及所使用的轉換因素的來源應予披露。 Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. 一致性: 發行人應在環境、社會及管治報告中披露統計方法或關鍵績效指標的變更(如有)或任何其他影響有意義比較的相關因素。 Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	關於本報告 About this Report
匯報範圍 Reporting Boundary	解釋環境、社會及管治報告的匯報範圍, 及描述挑選哪些實體或業務納入環境、社會及管治報告的過程。若匯報範圍有所改變, 發行人應解釋不同之處及變動原因。 A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	關於本報告 About this Report

主要範疇、層面、一般披露及關鍵績效指標(不遵守就解釋規定) Subject Areas, Aspects, General Disclosures and KPIs (Comply or explain)		披露位置 Disclosure Location
層面A1: 排放物 Aspect A1: Emissions		
一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的: (a) 政策; 及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	4 建設自己, 修復與環境的關係 4 Building Ourselves and Restoring the Relationship with the Environment
關鍵績效指標A1.1 KPI A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	4.2 應對氣候變化 4.5 排放與廢棄物管理 附錄 ESG關鍵績效表 4.2 Addressing climate change 4.5 Emissions and waste management Appendix: ESG Key Performance Table
關鍵績效指標A1.2 KPI A1.2	直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計算)及(如適用) 密度(如以每產量單位、每項設施計算)。 Direct (Scope 1) and Energy Indirect (Scope 2) Greenhouse Gas Emissions (measured in tonnes), and (where applicable) Intensity (calculated per unit of production or per facility).	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標A1.3 KPI A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標A1.4 KPI A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標A1.5 KPI A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emission target(s) set and steps taken to achieve them.	4.2 應對氣候變化 4.3 能源管理 4.4 水資源管理 4.5 排放與廢棄物管理 4.2 Addressing climate change 4.3 Energy management 4.4 Water source management 4.5 Emissions and waste management
關鍵績效指標A1.6 KPI A1.6	描述處理有害及無害廢棄物的方法, 及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	4.5 排放與廢棄物管理 4.6 綠色建築 4.5 Emissions and waste management 4.6 Green building
層面A2 資源使用 Aspect A2: Use of Resources		
一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	4.3 能源管理 4.4 水資源管理 4.5 排放與廢棄物管理 4.3 Energy management 4.4 Water source management 4.5 Emissions and waste management

主要範疇、層面、一般披露及關鍵績效指標（不遵守就解釋規定） Subject Areas, Aspects, General Disclosures and KPIs (Comply or explain)		披露位置 Disclosure Location
層面A2 資源使用 Aspect A2: Use of Resources		
關鍵績效指標A2.1 KPI A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標A2.2 KPI A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標A2.3 KPI A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them	4.3 能源管理 4.3 Energy management
關鍵績效指標A2.4 KPI A2.4	描述求取適用水源上可有任何問題, 以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	4.4 水資源管理 4.4 Water source management
關鍵績效指標A2.5 KPI A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位占量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	本集團主營業務的產品不需要使用包裝材料, 故A2.5不適用 The products of the Group's main business do not require the use of packaging materials; therefore, A2.5 is not applicable.
層面A3 環境及天然資源 Aspect A3: The Environment and Natural Resources		
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impacts on the environment and natural resources.	4 建設自己, 修復與環境的關係 4 Building Ourselves and Restoring the Relationship with the Environment
關鍵績效指標A3.1 KPI A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	4 建設自己, 修復與環境的關係 4 Building Ourselves and Restoring the Relationship with the Environment
層面A4 氣候變化 Aspect A4: Climate Change		
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies for Identifying and Addressing Significant Climate-related Issues that have Already Impacted or May Impact the Issuer.	4.2 應對氣候變化 4.2 Addressing climate change
關鍵績效指標A4.1 KPI A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜, 及應對行動。 Describe Significant Climate-related Issues that have Already Impacted or May Impact the Issuer, and the Actions Taken in Response.	4.2 應對氣候變化 4.2 Addressing climate change
層面B1 僱傭 Aspect B1: Employment		
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：(a)政策；及(b)遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	3.1 公平、多元和包容的工作環境 3.2 員工權益保障 3.1 Fair, diverse, and inclusive work environment 3.2 Employee rights protection

主要範疇、層面、一般披露及關鍵績效指標（不遵守就解釋規定） Subject Areas, Aspects, General Disclosures and KPIs (Comply or explain)		披露位置 Disclosure Location
層面B1 僱傭 Aspect B1: Employment		
關鍵績效指標B1.1 KPI B1.1	按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
層面B2 健康與安全 Aspect B2: Health and Safety		
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的：(a)政策；及遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	3.5 職業健康與安全 3.5 Occupational health and safety
關鍵績效指標B2.1 KPI B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標B2.3 KPI B2.3	描述所採納的職業健康與安全措施, 以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	3.5 職業健康與安全 3.5 Occupational health and safety
層面B3 發展及培訓 Aspect B3: Development and Training		
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies for Enhancing Employees' Knowledge and Skills to Fulfill Their Job Responsibilities. Describe Training Activities.	3.3 員工培養與發展 3.3 Employee training and development
關鍵績效指標B3.1 KPI B3.1	按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標B3.2 KPI B3.2	按性別及僱員類別劃分, 每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
層面B4 勞工準則 Aspect B4: Labour Standards		
一般披露 General Disclosure	有關防止童工或強制勞工的：(a)政策；及(b)遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	3.1 公平、多元和包容的工作環境 3.2 員工權益保障 3.1 Fair, diverse, and inclusive work environment 3.2 Employee rights protection
關鍵績效指標B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	3.1 公平、多元和包容的工作環境 3.2 員工權益保障 3.1 Fair, diverse, and inclusive work environment 3.2 Employee rights protection

主要範疇、層面、一般披露及關鍵績效指標(不遵守就解釋規定) Subject Areas, Aspects, General Disclosures and KPIs (Comply or explain)		披露位置 Disclosure Location
層面B4 勞工準則 Aspect B4: Labour Standards		
關鍵績效指標B4.2 KPI B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	3.1 公平、多元和包容的工作環境 3.2 員工權益保障 3.1 Fair, diverse, and inclusive work environment 3.2 Employee rights protection
層面B5 供應鏈管理 Aspect B5: Supply Chain Management		
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	2.4.3 可持續供應鏈管理 2.4.3 Sustainable supply chain management
關鍵績效指標B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標B5.2 KPI B5.2	描述有關聘用供應商的慣例, 向其執行有關慣例的供應商數目, 以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	2.4.3 可持續供應鏈管理 附錄 ESG關鍵績效表 2.4.3 Sustainable supply chain management Appendix: ESG Key Performance Table
關鍵績效指標B5.3 KPI B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例, 以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	2.4.3 可持續供應鏈管理 附錄 ESG關鍵績效表 2.4.3 Sustainable supply chain management Appendix: ESG Key Performance Table
關鍵績效指標B5.4 KPI B5.4	描述在揀選供應商時促使多用環保產品及服務的慣例, 以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	2.4.3 可持續供應鏈管理 附錄 ESG關鍵績效表 2.4.3 Sustainable supply chain management Appendix: ESG Key Performance Table
層面B6 產品責任 Aspect B6: Product Responsibility		
一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的: (a) 政策; 及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	2.1 世界一流的產品 2.2 世界一流的服務 2.1 World-Class products 2.2 World-Class services
關鍵績效指標B6.1 KPI B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
關鍵績效指標B6.2 KPI B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	2.2 世界一流的服務 附錄 ESG關鍵績效表 2.2 World-class services Appendix: ESG Key Performance Table
關鍵績效指標B6.3 KPI B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	2.1.2 研發與創新 附錄 ESG關鍵績效表 2.1.2 Research and development (R&D) and innovation Appendix: ESG Key Performance Table

主要範疇、層面、一般披露及關鍵績效指標(不遵守就解釋規定) Subject Areas, Aspects, General Disclosures and KPIs (Comply or explain)		披露位置 Disclosure Location
層面B6 產品責任 Aspect B6: Product Responsibility		
關鍵績效指標B6.4 KPI B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	2.1.1 卓越的產品質量 2.1.1 Excellence in product quality
關鍵績效指標B6.5 KPI B6.5	描述消費者資料保障及私隱政策, 以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	2.1.3 信息安全與隱私保護 2.2.3 客戶信息安全保護 2.1.3 Information security and privacy protection 2.2.3 Customer information security protection
層面B7 反貪污 Aspect B7: Anticorruption		
一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的: (a) 政策; 及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	1.4 商業道德與誠信 1.4 Business ethics and integrity
關鍵績效指標B7.1 KPI B7.1	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及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	1.4 商業道德與誠信 附錄 ESG關鍵績效表 1.4 Business ethics and integrity Appendix: ESG Key Performance Table
關鍵績效指標B7.2 KPI B7.2	描述防範措施及舉報程序, 以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	1.4 商業道德與誠信 1.4 Business ethics and integrity
關鍵績效指標B7.3 KPI B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	1.4 商業道德與誠信 附錄 ESG關鍵績效表 1.4 Business ethics and integrity Appendix: ESG Key Performance Table
層面B8 社區投資 Aspect B8: Community Investment		
一般披露 General Disclosure	有關以社區參與來了解運營所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	3.6 參與社區公益 3.6 Community engagement and public welfare
關鍵績效指標B8.1 KPI B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	3.6 參與社區公益 3.6 Community engagement and public welfare
關鍵績效指標B8.2 KPI B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
D 部分: 氣候相關披露 Part D: Climate-Related Disclosures		
該部分於2025年1月1日或之後開始的財政年度生效。報告期內, 本集團按照2023年12月31日版本附錄C2《環境、社會及管治報告指引》披露, 詳見「4.2 應對氣候變化」章節。 This section will take effect from the financial year starting on or after January 1, 2025. During the reporting period, the Group disclosed in accordance with <i>Appendix C2 of the Environmental, Social, and Governance Reporting Guide</i> (version as of December 31, 2023), as detailed in the “4.2 Addressing Climate Change” section.		

GRI 可持續发展報告標準內容索引表

GRI Standards Index

使用說明 Usage Instructions	金蝶國際在2024年1月1日至2024年12月31日期間參照GRI標準報告了在此份GRI內容索引中引用的信息 Kingdee International reported the information referenced in this GRI content index in accordance with the GRI Standards for the period from January 1, 2024, to December 31, 2024.
標準引用 Standard Citation	GRI 1: 基礎2021 GRI 1- Foundation 2021

披露項 Disclosure Items		披露位置 Disclosure Location
GRI 2: 一般披露 2021 GRI 2: General Disclosures 2021		
2-1	組織詳細情況 Organizational details	關於金蝶國際 About Kingdee International
2-2	納入組織可持續發展報告的實體 Entities included in the organization's sustainability reporting	關於本報告 About this Report
2-3	報告期、報告頻率和聯繫人 Reporting period, frequency and contact point	關於本報告 About this Report
2-4	信息重述 Restatements of information	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Tables
2-6	活動、價值鏈和其他業務關係 Activities, value chain and other business relationships	關於本報告 About this Report
2-7	員工 Employees	3.1 公平、多元和包容的工作環境 附錄 ESG關鍵績效表 3.1 Fair, diverse, and inclusive work environment Appendix: ESG Key Performance Table
2-8	員工之外的工作者 Workers who are not employees	3.1 公平、多元和包容的工作環境 附錄 ESG關鍵績效表 3.1 Fair, diverse, and inclusive work environment Appendix: ESG Key Performance Table
2-9	管治架構和組成 Governance structure and composition	1.1 可持續發展管理 1.2 規範公司治理 1.1 Sustainable development management 1.2 Corporate governance standardization
2-10	最高管治機構的提名和遴選 Nomination and selection of the highest governance body	1.2 規範公司治理 1.2 Corporate governance standardization
2-11	最高管治機構的主席 Chair of the highest governance body	1.2 規範公司治理 1.2 Corporate governance standardization
2-12	在管理影響方面, 最高管治機構的監督作用 Role of the highest governance body in overseeing the management of impacts	董事會聲明 1.1 可持續發展管理 Statement of the Board 1.1 Sustainable development management
2-13	為管理影響的責任授權 Delegation of responsibility for managing impacts	董事會聲明 1.1 可持續發展管理 Statement of the Board 1.1 Sustainable development management

披露項 Disclosure Items		披露位置 Disclosure Location
GRI 2: 一般披露 2021 GRI 2: General Disclosures 2021		
2-14	最高管治機構在可持續發展報告中的作用 Role of the highest governance body in sustainability reporting	董事會聲明 1.1 可持續發展管理 Statement of the Board 1.1 Sustainable development management
2-15	利益衝突 Conflicts of interest	1.4 商業道德與誠信 1.4 Business ethics and integrity
2-16	重要關切問題的溝通 Communication of critical concerns	1.1 可持續發展管理 1.1 Sustainable development management
2-17	最高管治機構的共同知識 Collective knowledge of the highest governance body	1.1 可持續發展管理 1.2 規範公司治理 1.1 Sustainable development management 1.2 Corporate governance standardization
2-18	對最高管治機構的績效評估 Evaluation of the performance of the highest governance body	1.2 規範公司治理 1.2 Corporate governance standardization
2-19	薪酬政策 Remuneration policies	3.3 員工培訓與發展 3.3 Employee training and development
2-20	確定薪酬的程序 Process to determine remuneration	3.3 員工培訓與發展 3.3 Employee training and development
2-22	關於可持續發展戰略的聲明 Statement on sustainable development strategy	董事會聲明 Statement of the Board
2-23	政策承諾 Policy commitments	關於本報告 3.2 員工權益保障 About this Report 3.2 Employee rights protection
2-24	融合政策承諾 Embedding policy commitments	1.1 可持續發展管理 3.2 員工權益保障 1.1 Sustainable development management 3.2 Employee rights protection
2-25	補救負面影響的程序 Processes to remediate negative impacts	3.2 員工權益保障 1.4 商業道德與誠信 3.2 Employee rights protection 1.4 Business ethics and integrity
2-26	尋求建議和提出關切的機制 Mechanisms for seeking advice and raising concerns	1.1 可持續發展管理 3.4 員工福利與關懷 1.1 Sustainable development management 3.4 Employee benefits and well-being
2-27	遵守法律法規 Compliance with laws and regulations	本年度未發生重大違規事件 No significant regulatory violations occurred during the year
2-29	利益相關方參與的方法 Approach to stakeholder engagement	1.1 可持續發展管理 1.1 Sustainable development management
2-30	集體談判協議 Collective bargaining agreements	3.2 員工權益保障 3.2 Employee rights protection

披露項 Disclosure Items		披露位置 Disclosure Location
GRI 3:實質性議題 2021 GRI 3: Material Topics 2021		
3-1	確定實質性議題的過程 Process to determine material topics	1.1.4 重要性議題評估 1.1.4 Materiality Assessment of ESG Issues
3-2	實質性議題清單 List of material topics	1.1.4 重要性議題評估 1.1.4 Materiality Assessment of ESG Issues
3-3	實質性議題的管理 Management of material topics	1.1.4 重要性議題評估 本報告各章節 1.1.4 Materiality Assessment of ESG Issues Sections of This Report
GRI 201:經濟績效 2016 GRI 201: Economic Performance 2016		
201-1	直接產生和分配的經濟價值 Direct economic value generated and distributed	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
201-2	氣候變化帶來的財務影響和其他風險和機遇 Financial implications and other risks and opportunities due to climate change	4.2 應對氣候變化 4.2 Addressing climate change
201-3	固定福利計劃義務和其他退休計劃 Defined benefit plan obligations and other retirement plans	3.4 員工福利與關懷 3.4 Employee benefits and well-being
GRI 203:間接經濟影響2016 GRI 203: Indirect Economic Impacts 2016		
203-1	基礎設施投資和支持性服務 Infrastructure investments and services supported	4.6 綠色建築 4.6 Green building
203-2	重大間接經濟影響 Significant indirect economic impacts	1.1 可持續發展管理 2.4 世界一流的生態 2.5 世界一流的口碑 3.6 參與社區公益 1.1 Sustainable development management 2.4 World-class ecosystem 2.5 World-class reputation 3.6 Community engagement and public welfare
GRI 205:反腐敗 2016 GRI 205: Anti-corruption 2016		
205-1	已進行腐敗風險評估的運營點 Operations assessed for risks related to corruption	1.4 商業道德與誠信 1.4 Business ethics and integrity
205-2	反腐敗政策和程序的傳達及培訓 Communication and training about anti-corruption policies and procedures	1.4 商業道德與誠信 1.4 Business ethics and integrity
205-3	經確認的腐敗事件和採取的行動 Confirmed incidents of corruption and actions taken	1.4 商業道德與誠信 1.4 Business ethics and integrity
GRI 206:反競爭行為 2016 GRI 206: Anti-competitive Behavior 2016		
206-1	針對反競爭行為、反托拉斯和反壟斷實踐的法律訴訟 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	1.4 商業道德與誠信 附錄 ESG關鍵績效表 1.4 Business ethics and integrity Appendix: ESG Key Performance Table

披露項 Disclosure Items		披露位置 Disclosure Location
GRI 302:能源 2016 GRI 302: Energy 2016		
302-1	組織內部的能源消耗量 Energy consumption within the organization	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
302-3	能源強度 Energy intensity	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
302-4	減少能源消耗 Reduction of energy consumption	4.2 應對氣候變化 4.3 能源管理 4.2 Addressing climate change 4.3 Energy management
302-5	產品和服務的能源需求下降 Reductions in energy requirements of products and services	4.2 應對氣候變化 4.3 能源管理 4.2 Addressing climate change 4.3 Energy management
GRI 303:水資源和污水 2018 GRI 303: Water and Effluents 2018		
303-1	組織與水作為共有資源的相互影響 Interactions with water as a shared resource	4.4 水資源管理 4.4 Water resource management
303-2	管理與排水相關的影響 Management of water discharge related impacts	4.4 水資源管理 4.5 排放與廢棄物管理 4.4 Water resource management 4.5 Emissions and waste management
303-3	取水 Water withdrawal	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
303-4	排水 Water discharge	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
303-5	耗水 Water consumption	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
GRI 305:排放 2016 GRI 305: Emissions 2016		
305-1	直接(範圍 1)溫室氣體排放 Direct (Scope 1) GHG emissions	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
305-2	能源間接(範圍 2)溫室氣體排放 Energy indirect (Scope 2) GHG emissions	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
305-3	其他間接(範圍 3)溫室氣體排放 Other indirect (Scope 3) GHG emissions	4.2 應對氣候變化 附錄 ESG關鍵績效表 4.2 Addressing climate change Appendix: ESG Key Performance Table
305-4	溫室氣體排放強度 GHG emissions intensity	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
305-5	溫室氣體減排量 Reduction of GHG emissions	4.2 應對氣候變化 4.2 Addressing climate change
GRI 306:廢棄物 2020 GRI 306: Waste 2020		
306-1	廢棄物的產生及廢棄物相關重大影響 Waste generation and significant waste-related impacts	4.5 排放與廢棄物管理 4.5 Emissions and waste management
306-2	廢棄物相關重大影響的管理 Management of significant waste related impacts	4.5 排放與廢棄物管理 4.5 Emissions and waste management

披露項 Disclosure Items		披露位置 Disclosure Location
GRI 306:廢棄物 2020 GRI 306: Waste 2020		
306-3	產生的廢棄物 Waste generated	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
306-4	從處置中轉移的廢棄物 Waste diverted from disposal	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
306-5	進入處置的廢棄物 Waste directed to disposal	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
GRI 308:供應商環境評估 2016 GRI 308: Supplier Environmental Assessment 2016		
308-1	使用環境評價維度篩選的新供應商 New suppliers that were screened using environmental criteria	2.4.3 可持續供應鏈管理 附錄 ESG關鍵績效表 2.4.3 Sustainable supply chain management Appendix: ESG Key Performance Table
308-2	供應鏈中的負面環境影響以及採取的行動 Negative environmental impacts in the supply chain and actions taken	2.4.3 可持續供應鏈管理 2.4.3 Sustainable supply chain management
GRI 401:僱傭 2016 GRI 401: Employment 2016		
401-1	新進員工僱傭率和員工流動率 New employee hires and employee turnover	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
401-2	提供給全職員工(不包括臨時或兼職員工)的福利 Benefits provided to full-time employees that are not provided to temporary or part time employees	3.4 員工福利與關懷 3.4 Employee benefits and well-being
401-3	育兒假 Parental leave	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
GRI 403:職業健康與安全 2018 GRI 403: Occupational Health and Safety 2018		
403-1	職業健康安全管理体系 Occupational health and safety management system	3.5 職業健康與安全 3.5 Occupational health and safety
403-2	危害識別、風險評估和事故調查 Hazard identification, risk assessment, and incident investigation	3.5 職業健康與安全 3.5 Occupational health and safety
403-3	職業健康服務 Occupational health services	3.5 職業健康與安全 3.5 Occupational health and safety
403-4	職業健康安全事務:工作者的參與、意見徵詢和溝通 Worker participation, consultation, and communication on occupational health and safety	3.5 職業健康與安全 3.5 Occupational health and safety
403-5	工作者職業健康安全培訓 Worker training on occupational health and safety	3.5 職業健康與安全 3.5 Occupational health and safety
403-6	促進工作者健康 Promotion of worker health	3.5 職業健康與安全 3.5 Occupational health and safety
403-7	預防和減緩與業務關係直接相關的職業健康安全影響 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.5 職業健康與安全 3.5 Occupational health and safety
403-8	職業健康安全管理体系覆蓋的工作者 Workers covered by an occupational health and safety management system	3.5 職業健康與安全 3.5 Occupational health and safety
403-9	工傷 Work-related injuries	3.5 職業健康與安全 3.5 Occupational health and safety
403-10	工作相關的健康問題 Work-related ill health	3.5 職業健康與安全 3.5 Occupational health and safety

披露項 Disclosure Items		披露位置 Disclosure Location
GRI 404:培訓與教育 2016 GRI 404: Training and Education 2016		
404-1	每名員工每年接受培訓的平均小時數 Average hours of training per year per employee	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
404-2	員工技能提升方案和過渡援助方案 Programs for upgrading employee skills and transition assistance programs	3.3 員工培養與發展 3.3 Employee training and development
404-3	定期接受績效和職業發展考核的員工百分比 Percentage of employees receiving regular performance and career development reviews	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
GRI 405:多元性與平等機會 2016 GRI 405: Diversity and Equal Opportunity 2016		
405-1	管治機構與員工的多元化 Diversity of governance bodies and employees	附錄 ESG關鍵績效表 Appendix: ESG Key Performance Table
405-2	男女基本工資和報酬的比例 Ratio of basic salary and remuneration of women to men	3.4 員工權益保障 3.4 Employee rights protection
GRI 406:反歧視 2016 GRI 406: Non-discrimination 2016		
406-1	歧視事件及採取的糾正行動 Incidents of discrimination and corrective actions taken	3.1 公平、多元和包容的工作環境 3.2 員工權益保障 3.1 Fair, diverse, and inclusive work environment 3.2 Employee rights protection
GRI 407:結社自由與集體談判 2016 GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	結社自由和集體談判權可能面臨風險的運營點和供應商 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	3.2 員工權益保障 2.4.3 可持續供應鏈管理 3.2 Employee rights protection 2.4.3 Sustainable supply chain management
GRI 408:童工 2016 GRI 408: Child Labor 2016		
408-1	具有重大童工事件風險的運營點和供應商 Operations and suppliers at significant risk for incidents of child labor	3.2 員工權益保障 2.4.3 可持續供應鏈管理 3.2 Employee rights protection 2.4.3 Sustainable supply chain management
GRI 409:強迫或強制勞動 2016 GRI 409: Forced or Compulsory Labor 2016		
409-1	具有強迫或強制勞動事件重大風險的運營點和供應商 Operations and suppliers at significant risk for incidents of forced or compulsory labor	3.2 員工權益保障 2.4.3 可持續供應鏈管理 3.2 Employee rights protection 2.4.3 Sustainable supply chain management
GRI 413:當地社區 2016 GRI 413: Local Communities 2016		
413-1	有當地社區參與、影響評估和發展計劃的運營點 Operations with local community engagement, impact assessments, and development programs	3.6 參與社區公益 4.1 完善環境管理 3.7 Community engagement and public welfare 4.1 Enhancing environmental management

披露項 Disclosure Items		披露位置 Disclosure Location
GRI 414:供應商社會評估 2016 GRI 414: Supplier Social Assessment 2016		
414-1	使用社會標準篩選的新供應商 New suppliers that were screened using social criteria	2.4.3 可持續供應鏈管理 附錄 ESG關鍵績效表 2.4.3 Sustainable supply chain management Appendix: ESG Key Performance Table
414-2	供應鏈中的負面社會影響和採取的行動 Negative social impacts in the supply chain and actions taken	2.4.3 可持續供應鏈管理 2.4.3 Sustainable supply chain management
GRI 416:客戶健康與安全 2016 GRI 416: Customer Health and Safety 2016		
416-1	評估產品和服務類別的健康與安全影響 Assessment of the health and safety impacts of product and service categories	2.1 世界一流的產品 2.1 World-Class products
416-2	涉及產品和服務的健康與安全影響的違規事件 Incidents of non-compliance concerning the health and safety impacts of products and services	未發生違反有關產品和服務的健康與安全影響的法規和/或自願性守則的事件 No incidents of non-compliance with relevant regulations and/or voluntary codes concerning the health and safety impacts of products and services have occurred.
GRI 417:營銷與標識 2016 GRI 417: Marketing and Labeling 2016		
417-1	對產品和服務信息與標識的要求 Requirements for product and service information and labeling	2.1 世界一流的產品 2.1 World-Class products
417-2	涉及產品和服務信息與標識的違規事件 Incidents of non-compliance concerning product and service information and labeling	未發生違反有關產品和服務信息與標識法規和/或自願性守則的事件 No incidents of non-compliance with relevant product and service information and labelling regulations and/or voluntary codes have occurred.
417-3	涉及營銷傳播的違規事件 Incidents of non-compliance concerning marketing communications	未發生違反有關營銷傳播的法規和/或自願性守則的事件 No incidents of non-compliance with relevant marketing communication regulations and/or voluntary codes have occurred.
GRI 418:客戶隱私 2016 GRI 418: Customer Privacy 2016		
418-1	涉及侵犯客戶隱私和丟失客戶資料的經證實的投訴 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.1.3 信息安全與隱私保護 2.2.3 客戶信息安全保護 2.1.3 Information security and privacy protection 2.2.3 Customer information security protection



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