

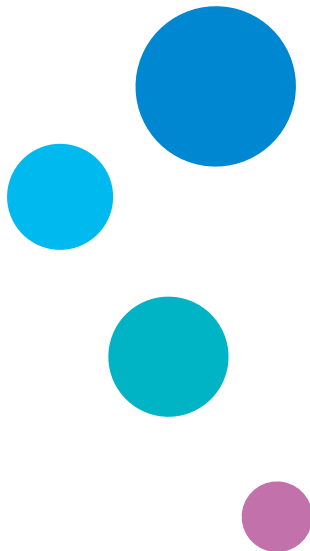
ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT
環境、社會及管治報告



2017

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

Stock Code 股份代號: 268



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1 ABOUT KINGDEE

關於金蝶

1.1 INTRODUCTION OF KINGDEE

Founded in 1993 and headquartered in Shenzhen, Kingdee International Software Group Company Limited (0268.HK) was listed on the Main Board of The Stock Exchange of Hong Kong Limited in 2005. With its management software and Cloud services, Kingdee has served more than 6.8 million enterprises, governments and other organizations. Kingdee has been ranked by IDC as the leader among growth-oriented enterprises in China in terms of market share for thirteen consecutive years, and become the first software enterprise exceeding foreign competitors with regard to SaaS Cloud services for enterprises since 2016.

1.2 PURPOSES AND TARGETS

With "Acting in all Conscience, with Integrity and Righteousness" as its core values, "Devoted to Serving Enterprises" as its mission, "To Become the Most Reliable Enterprise Service Platform" as its vision and "User-first, Small, Beauty, Fast" product and service belief, Kingdee strives to be the most trustworthy and world-leading Cloud management and big data service provider.

1.3 CORPORATE STRUCTURE

1.1 金蝶簡介

金蝶國際軟件集團有限公司(0268.HK)始創於1993年，總部位於深圳，於2005年在香港聯合交易所主板成功上市。金蝶通過管理軟件和雲服務，為超過680萬家企業、政府等組織提供服務。金蝶已連續13年被評為中國成長型企業市場佔有率第一名(來自：IDC)，並自2016年起成為第一家在企業SaaS雲服務領域超越外廠商的中國軟件公司。

1.2 宗旨和目標

金蝶恪守「致良知、走正道、行王道」的核心價值觀，以「全心全意為企業服務」為使命，以成為「最值得託付的企業服務平臺」為願景，以「用戶至上、小、美、快」為產品服務理念，致力於成為全球領先的雲管理服務商和大資料服務公司。

1.3 企業架構

Kingdee International Software Group Company Limited (0268.HK) 金蝶國際軟件集團有限公司(0268.HK)



1 ABOUT KINGDEE 關於金蝶

1.4 SCALE OF KINGDEE IN 2017

1.4 金蝶2017年規模



Total Number of Employees
員工總數

6,634

People 人



Revenue
營業額

人民幣 **2,303,458,000**

RMB 元



Revenue increased by 23.7% YoY
營業額較2016年增長

23.7%



Profit
利潤

人民幣 **310,004,000**

RMB 元



Kingdee serves more than

6.8

million enterprises,
governments and other organizations.
金蝶為超過

680萬家企業、

政府等組織提供服務



No significant change in structure,
ownership and supply chain was found in 2017.
架構、擁有權及供應鏈情況於2017年

無重大變動

2 ABOUT THIS REPORT 關於本報告

2.1 OVERVIEW

This report is an annual environmental, social and governance report published by Kingdee International Software Group Company Limited (hereinafter referred to as “the ESG Report”), disclosing the key facts about the concepts, significant progress and performance of Kingdee International Software Group Company Limited and its holding companies (collectively referred to as “the Company”) on environment, economy, employment and community from January 1, 2017 to December 31, 2017, based on the principles of materiality, quantitative, balance and consistency.

This report is the annual corporate social responsibility/environmental, social and governance (ESG) Report published by the Company to the public initiatively for the second time.

2.2 STANDARDS OF REPORTING

This report is formulated based on Appendix 27: Environmental, Social and Governance Reporting Guide (“ESG Guide”) of the Main Board Listing Rules of the Stock Exchange of Hong Kong Limited, and with reference to the core option of Global Reporting Initiative (GRI).

The contents of this report are determined by a set of systematic programs. It is prepared by such procedures as identifying material stakeholders and ESG-related issues, understanding the opinions of each stakeholder and defining the materiality of issues so as to decide its reporting scope, collect, sort out and summarize relevant materials and data, review the data used in the report and so on.

2.3 REPORTING SCOPE

Unless otherwise specified, the policies, statements, data and other materials mentioned in this report cover the material business of Kingdee International Software Group Company Limited and its holding companies.

Unless otherwise specified, the currency in which the financial data are reported is Renminbi (“RMB”).

2.4 DEFINITIONS

For the purposes of expression and readability, Kingdee International Software Group Company Limited and its holding companies are referred to as “Kingdee”, “the Company” or “We” in this report.

2.5 DECLARATION OF DATA SOURCE AND RELIABILITY

The data used in this report is derived from official documents, statistical reports and relevant public information of Kingdee International Software Group Company Limited and its holding companies, and the Board of Directors takes responsibility for the truthfulness, accuracy and completeness of the contents herein.

2.6 CONFIRMATION AND APPROVAL

This report was adopted by the Board of Directors on June 28, 2018 upon confirmation of the management.

2.7 ACCESS AND RESPONSE TO THIS REPORT

An electronic copy of this report can be downloaded at www.kingdee.com.

Please email your opinions or advice on the Company’s environmental, social and governance performance to IR@kingdee.com.

2.1 概覽

本報告是金蝶國際軟件集團有限公司發佈的年度環境、社會及管治報告(簡稱「ESG」報告)，秉承重要性、量化、平衡及一致性的原則，重點披露金蝶國際軟件集團有限公司及其控股公司(統稱「本公司」)在環境、經濟、僱傭及社區方面的理念、重要進展和成效，報告期為二零一七年一月一日至二零一七年十二月三十一日。

本報告為本公司第二年主動向社會發佈的企業社會責任/環境、社會及管治(ESG)報告。

2.2 報告準則

本報告根據香港聯合交易所《主板上市規則》附錄二十七《環境、社會及管治報告指引》(《ESG指引》)進行編製，同時參考了全球報告倡議組織(GRI)準則「核心選項」的報告要求。

本報告的內容是按照一個有系統的方式釐定的。此報告的編製是通過識別重要的利益相關方、識別ESG相關的重要議題、瞭解各利益相關方的意見、確定議題的重要性等過程，從而進行ESG報告界限的決定、相關報告資料和數據的收集、對資料的整理和匯總以及對報告中資料的檢視等。

2.3 報告範圍及邊界

除個別資料有特定說明，本報告中的政策、聲明、資料等覆蓋金蝶國際軟件集團有限公司及其控股公司的實際業務範圍。

除另有說明，本報告以人民幣為貨幣單位。

2.4 稱謂說明

為了便於表述與閱讀，本報告中「金蝶」、「本公司」、「我們」代指金蝶國際軟件集團有限公司及其控股公司。

2.5 資料來源及可靠性聲明

報告中所使用的資料均來自金蝶國際軟件集團有限公司及其控股公司的正式檔、統計報告及有關公開資料，董事會對報告內容的真實性、準確性和完整性負責。

2.6 確認及批准

本報告經管理層確認後，於二零一八年六月二十八日獲董事會通過。

2.7 獲取及評價本報告

您可通過以下網站獲取本報告的電子版：www.kingdee.com。

如您對本公司的環境、社會及管治表現有任何意見或建議，歡迎電郵至IR@kingdee.com。

3 MESSAGE FROM THE CHAIRMAN 主席寄語



Kingdee is a company with the full sense of mission. Since its establishment, we have been dedicated to making the world a better place.

Financial software was Kingdee's initial business, because of which 20 million financial staff in China no longer use abacus. Over the next 25 years since its establishment, we have been redefining management, serving enterprises whole-heartedly and striving to become the most reliable enterprise service platform. Today, in addition to helping enterprises reduce cost and improve efficiency, Kingdee has been funding the non-profit project on Chinese management model research for the past 11 years, which helps Chinese enterprises achieve innovation and promotes the Chinese management model world-widely. We believe that enterprise management is more than controlling. Instead, it should help to activate the goodwill of the staff, inspire and energize them in the corporate ecology. We aim to improve enterprises with our business. Furthermore, we spare no efforts to promote Chinese traditional employees. We hope to imbue everyone with faith, culture and wisdom to improve professional ethics and integrity of our customers, partners and make financing more transparent and eliminate false accounts once and for all.

金蝶是一家充滿使命感的公司，自創立伊始，我們就希望能給這個社會帶來美好。

金蝶以財務軟件起家，幫助中國兩千萬財務人員甩掉了算盤。其後的25年，我們不斷重新定義管理，全心全意為企業服務，致力於成為最值得託付的企業服務平臺。如今，金蝶不再只是幫企業降本增效，我們連續11年資助中國管理模式研究的非營利項目，幫助本土企業管理創新，向世界推廣中國管理模式；我們相信企業管理不能停留在管控，更要激活人心，賦能企業生態中的每個個體；我們不僅在業務上幫企業提升，更竭力宣揚中國傳統文化智慧，提升客戶、夥伴、員工的職業道德和心靈品質，讓人們心中有信仰，讓陽光照進財務，讓天下沒有假賬。

3 MESSAGE FROM THE CHAIRMAN 主席寄語

Technology makes life better. Kingdee, as the earliest manufacturer of enterprise software in China, shifted its business to the Cloud Service with the utmost determination. With Cloud Service, Kingdee is now transforming the traditional working way for 6.8 million enterprises and 80 million users, realizing that everything can get done on our cellphones, which has become a new trend; With Cloud Service, Kingdee is striving to realize paperless office and low carbon emission; With artificial intelligence and big data, the intelligent financial robots developed by Kingdee can free financial staff from their mechanical, repetitive and low-value work so that they can engage in more valuable work such as management accounting and strategy accounting.

In the next two years from 2017, Kingdee will donate one-thousandth of its revenues of Kingdee Cloud, a subsidiary, to the project of Teach for China to improve the quality of the basic education in areas with insufficient education resources. Students in Ya'an Immigrants Classes, funded by Kingdee, is about to graduate from high school soon. Besides, Kingdee has set up a scholarship and made donation to the construction of teaching building. In the next three years, Kingdee will fund the senior talents education program of MBA for Central European International Business School. Kingdee has also set up a school within the company and a research institute named "Conscience" beyond the company to promote traditional Chinese culture and wisdom. We firmly believe that sunshine will eventually warm the heart of everyone and that only with broadened horizon can one be truly visionary.

"All for one, one for all" is the core concept of Kingdee's new generation of Cloud products. We advocate the construction of a new business civilization. We firmly believe that Kingdee can gain greater return from the society through our sincere contributions. By last year, Kingdee has realized the fastest growth over the past five years since its business transition. IDC, an authoritative international institution, has demonstrated that Kingdee has surpassed all international counterparts and become China's No. 1 enterprise SaaS Cloud Service vendor. Without our transition and innovation over the past 25 years as well as the support from all employees, partners and customers, we would not make such achievement.

If someone asks me, over the past 25 years since the establishment of Kingdee, what has changed and what has not, I would say that the only things has not changed is our original heart of hoping to make the world a better place. With this heart, we have always been passionate for new technologies and ideas because we always hope to help everyone live in a better world.

Xu Shaochun

Founder and chairman of Kingdee International Software Group

科技是為了讓生活更美好。金蝶是國內最早向雲轉型的企業級軟件廠商，也是向雲轉型最徹底最堅決的廠商。借助雲，金蝶正在努力讓680萬家企業和8000萬用戶改變傳統工作方式，讓一部手機完成所有工作成為新的辦公潮流。借助雲，金蝶正努力實現無紙化辦公、低碳排放。借助人工智慧和大資料，金蝶的智慧財務機器人能進一步將財務人員從機械、重複、低價值的工作中解放出來，從事更高價值的管理會計、戰略財務等工作。

自2017年起的未來兩年內，金蝶將把旗下金蝶雲收入的千分之一捐贈給「美麗中國」，資助教育資源匱乏地區的基礎教育。金蝶資助的「雅安教育移民班」的孩子即將中學畢業，金蝶還設立獎學金、捐贈教學樓，未來還將連續三年支持中歐商學院的MBA高級人才教育。金蝶還在公司內部設立學堂，對外設立了致良知研究院，大力弘揚中國傳統文化智慧。我們堅信陽光終將照進每個人的內心，心明眼亮，才能洞見未來。

「我為人人，人人為我」，這是金蝶新一代雲產品的核心理念。我們相信真誠的奉獻，將獲得更大的回報。截至去年，金蝶取得了近五年轉型以來最高的增長。國際權威機構IDC也證明金蝶已超越國外同行、成為中國排名第一的企業SaaS雲服務廠商，這是金蝶奮起轉型的成果，也是所有金蝶人、夥伴、客戶對金蝶的回饋。

如果有人問我，創立金蝶這25年來，變了的是什麼，不變的是什麼。我會回答，唯一不變的只有那顆想讓世界更美的初心。這顆心一直都對新技術和思想無比熱忱，希望能給每一個人多帶去一點美好。

徐少春

金蝶國際軟件集團創始人、董事會主席

4 2017 DEVELOPMENT OVERVIEW 2017年發展概覽

4.1 ENVIRONMENT

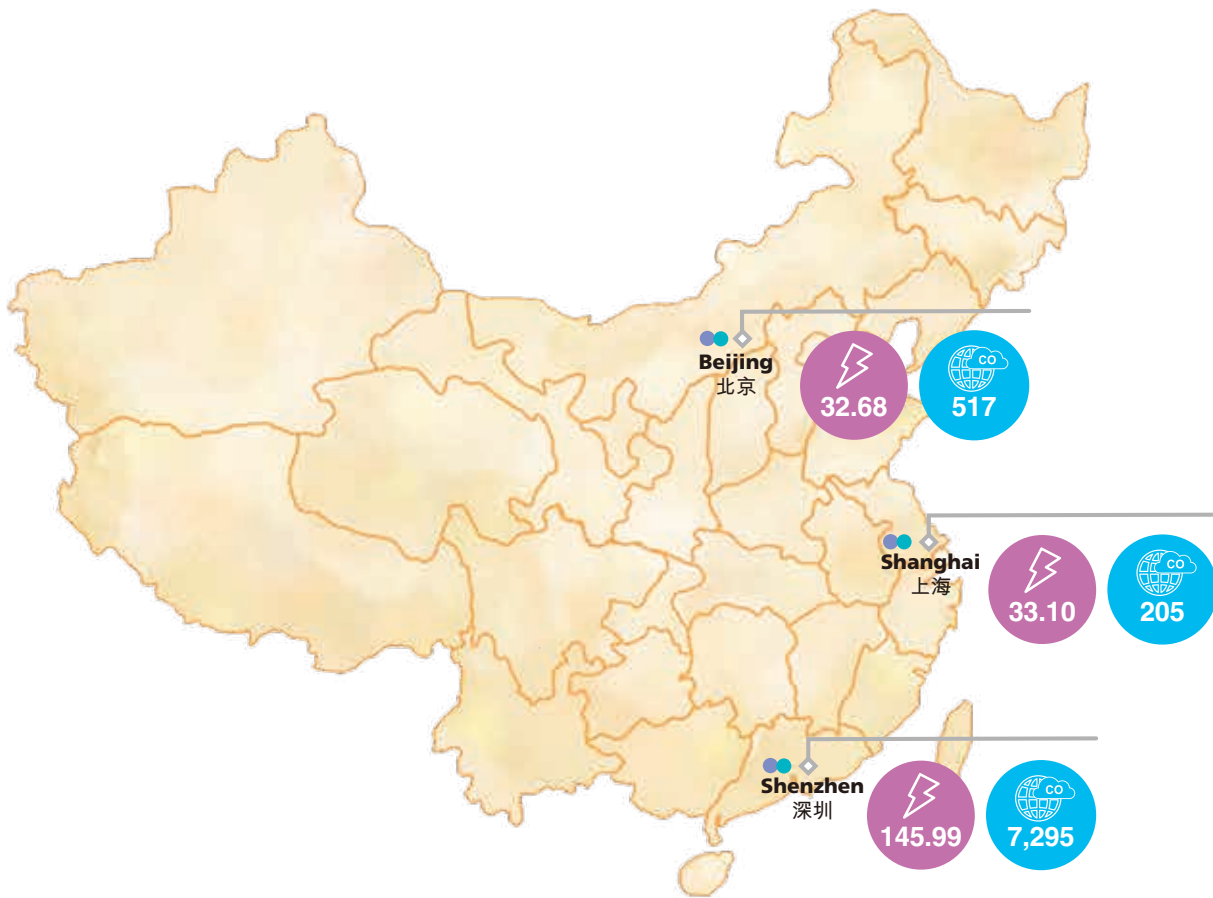
Energy saving and cost reduction

In 2017, the greenhouse gas emissions of Shenzhen Park decreased 16.34 tons of carbon dioxide equivalent YoY (based on the carbon verification data of Shenzhen Municipality), which is equivalent to the total amount of carbon dioxides absorbed by the woodland covering an area of 4,466.66 m² (6.7 mu) for a year.

4.1 環境

節能減耗

2017深圳園區溫室氣體排放量相比上一年同期下降了16.34噸二氧化碳當量(以深圳市碳核查資料為準),相當於6.7畝樹林一年所吸收的二氧化碳總量。



Environment

- Energy saving
- Carbon emissions
- ◆ Use of energy

環境

- 節能減耗
- 碳排放
- ◆ 能源使用

- ⚡ Power use intensity (kWh/m²) 電力使用密度 (千瓦時/平方米)
- 🌐 Greenhouse gas emissions (ton of CO₂e) 溫室氣體排放量 (噸·二氧化碳當量)

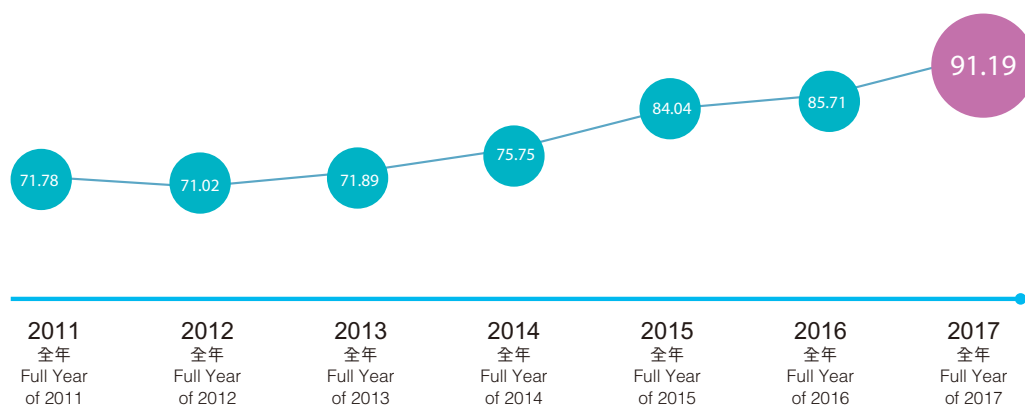
4 2017 DEVELOPMENT OVERVIEW 2017年發展概覽

4.2 EMPLOYMENT

- In 2017, the employees with bachelor and master degrees and above accounted for 78.6% of the total employees in Kingdee.
- The total training hours of the staff amounted to 64,740 hours, which is equivalent to 7.4 years in 2017.
- The morale of employees was rated 91.19 in 2017, increasing by 30% in comparison to 2011.

4.2 僱傭

- 金蝶2017年員工中，擁有本科及研究生以上學歷的員工佔比為78.6%。
- 2017年金蝶全體員工總培訓時數為64,740小時，相當於7.4年的時間。
- 2017年員工士氣得分為91.19，較2011年累計增長30%。



4 2017 DEVELOPMENT OVERVIEW

2017年發展概覽

4.3 COMMUNITY

- Improvement in primary education: In 2017, Kingdee donated RMB1.5 million to Teach for China as the education project funds for 30 teachers and concluded a Memorandum of Understanding, where Kingdee promised that 1% of the income from Kingdee's Cloud services will be donated to Teach for China, with Teach for China, a non-profit organization for education in the next two years.
- Mutual aid: With the total donation of RMB36,546.58, Kingdee Mutual Aid Foundation subsidized six employees or partners of Kingdee in 2017. Since its establishment, Kingdee Mutual Aid Foundation has been supported by Kingdee's employees greatly. Through employees' individual donation and charity sale, the Foundation has received the total contributions exceeding RMB2.3 million, where more than RMB1.6 million was used to aid employees in need and subsidize public welfare.
- C50 Forum: With "introducing Chinese management model to the world" as its mission, Kingdee initiated and facilitated the establishment of Chinese Management Model 50 Forum (hereinafter referred to as "C50 Forum") to discuss Chinese management models and answer the call for modernizing Chinese culture as mentioned in the 19th CPC National Congress Report actively.
- CFO Acting in All Conscience Research Institute: With the mission to found CFO Acting in All Conscience Research Institute, Kingdee aims to Chinese traditional culture and commercial civilization, to increase professional ethics and moral trait of its employees, partners and customers, and to establish connections with each other mentally through the unity of knowing and acting.
- Improvement of Community Environment To spread its rowing culture, Kingdee has worked with Shenzhen's environmental protection authority to improve the water quality of Dasha River. To support Shenzhen's implementation of Ten Water Improvement Policies, Kingdee has taken Ten Actions with a focus on Shenzhen Bay and Maozhou River to lead the water quality improvement of Four Bays and Five Rivers. Periodic results have been achieved. After treatment, Dasha River which flows into Shenzhen Bay has noticeably improved water quality, complies with rowing requirements, and dramatically improved the surrounding environment for the general public. The first rowing of rowing boats and opening of the terminal are effective proofs of the river giving play to its role.

4.3 社區

- 改善基礎教育：2017年，金蝶捐贈150萬人民幣作為「美麗中國」30位支教老師的支教項目基金，並與支教公益組織「美麗中國」簽署了合作備忘錄，承諾在未來兩年將「金蝶雲」年收入的千分之一捐贈給「美麗中國」。
- 愛心互助：2017年，金蝶愛心互助基金會於2017年幫助了6位金蝶員工或夥伴，一共捐贈36,546.58元。成立至今，愛心基金得到了金蝶員工的大力支持，通過員工個人捐款、愛心義賣等形式，迄今已經收到超過230萬元的善款，共援助員工和資助社會公益總金額超過160萬元。
- C50論壇：以「讓中國管理模式在全球崛起」為使命，我們推動並發起「中國管理模式50人論壇」（簡稱C50論壇）成立，旨在探討中國管理模式，並積極回應黨的十九大報告中提出的「讓中華文化綻放時代風采」的號召。
- CFO致良知研究院：CFO致良知研究院的使命，是弘揚中華傳統文化，推廣新商業文明，提高在員工、夥伴、客戶的職業道德和心靈品質，知行合一，建立大家心與心的連接。
- 改善社區環境：金蝶結合自身的賽艇運動文化，投入資源，和深圳環保部門聯手整治大沙河，配合深圳市實施「治水十策」，採取「十大行動」，以深圳灣和茅洲河為重點，全面帶動「四灣五河」水質改善，目前已取得階段性成效，受到了社會各界的讚賞。深圳灣入灣河流大沙河經過整治，水質已明顯好轉，達到賽艇下水要求，為廣大市民大幅改善周邊生活環境。賽艇首劃和碼頭啟用成為河流功能發揮的有效見證。

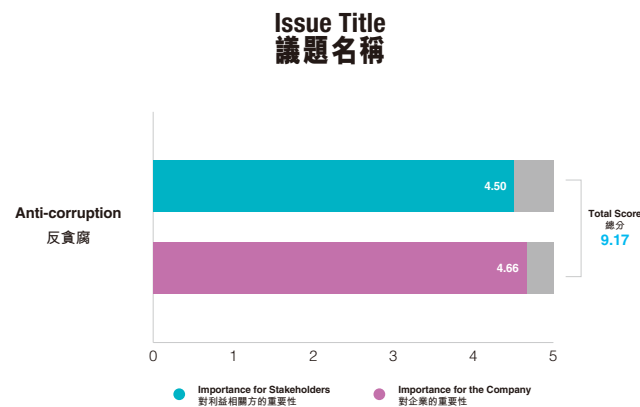
5 GOVERNANCE 管治

Upholding core values of “Acting in all Conscience, with Integrity and Righteousness”, Kingdee strives for a corporate community of share symbiosis, long-term cooperation, win-win outcomes and common fate, attaches importance to various stakeholders’ demands during the development and aims to produce a positive impact on stakeholders, so as to achieve the harmony and unity of economy, society and environment. Therefore, Kingdee has been striving for sustainable development from its inception till now.

Issues involved and their materiality in this chapter:

金蝶始終恪守核心價值「致良知、走正道、行王道」，打造多方共生、共長、共贏的企業命運共同體，注重在發展的過程中關注各利益相關方的需求，並希望對利益相關方產生正面的影響，從而達到經濟、社會、環境三者的和諧統一。因此金蝶從創立至今就一直在可持續發展的方向和道路上努力。

本章節涉及議題及其重要性：



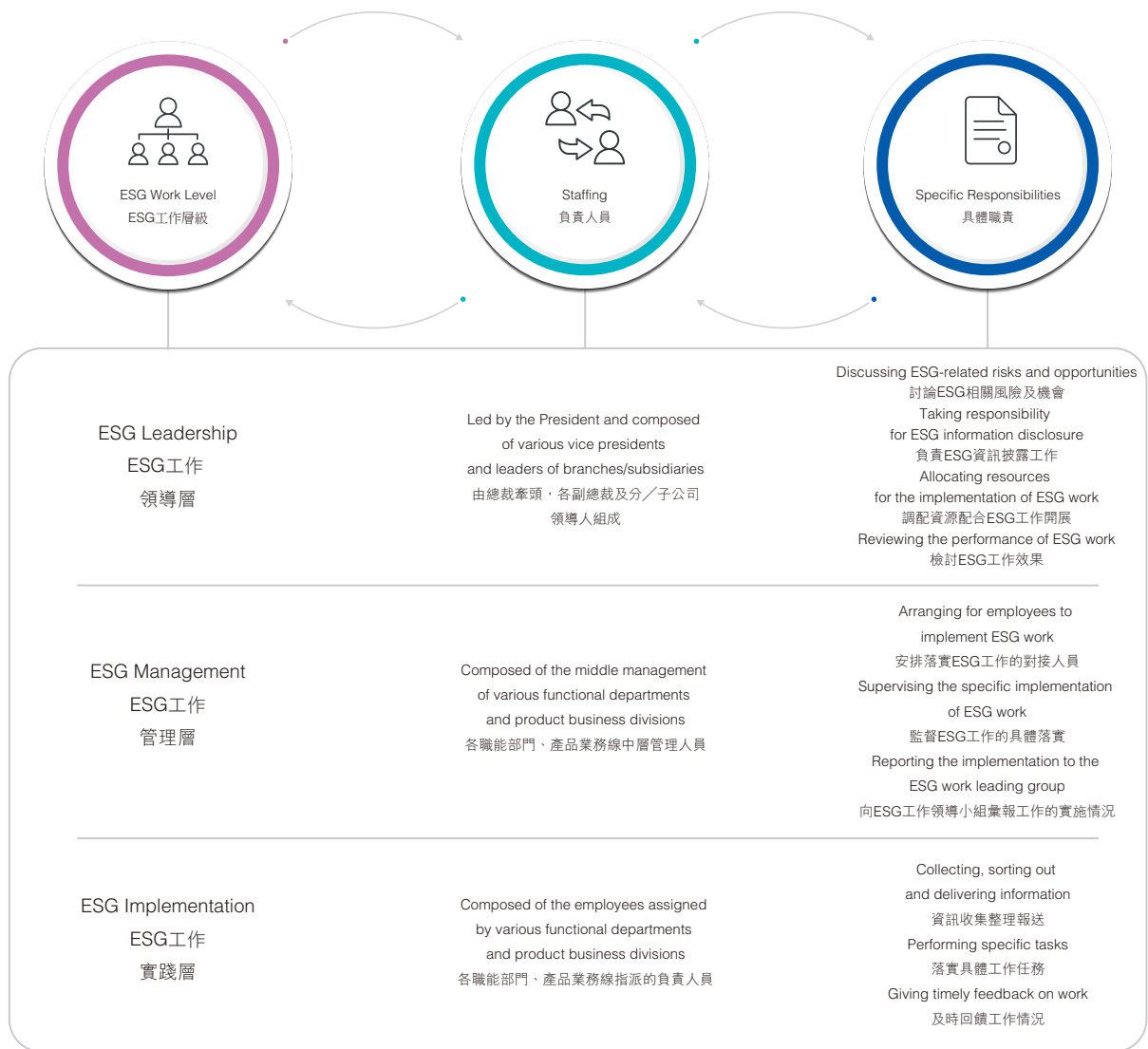
As the official publication of Listing Rules: Appendix 27 on December 31, 2015, Kingdee established its ESG management and disclosure system step by step with reference to the regulatory agency’s environmental, social and governance (ESG) requirements and connotations as well as the attention paid to listing companies’ ESG-related risks and opportunities by the market. Employees from the top management to general staff learn the background, purpose and requirements of the ESG information disclosure guide as well as the future development trend carefully, identify various sources of ESG information and the current management status summarized so far gradually, and further promote real-time, information-based and centralized management of ESG information to help with the achievement of the Company’s purpose and responsibility to stakeholders as the basis for future disclosure and a part of the Company’s risk control.

隨著《上市規則附錄二十七》於二零一五年十二月三十一日的正式出臺，金蝶參考監管組織在環境、社會及管治(ESG)上的要求和內涵，綜合市場對上市企業在ESG相關風險和機會上的關注，逐步建立自身的ESG管理和披露系統。金蝶從最高管理層到各基層員工都認真瞭解ESG資訊披露要求的出臺背景、目的、要求，及未來的發展趨勢，並逐步識別各類ESG資訊的資訊源，整理目前的管理現狀，進一步推進ESG資訊的實時化、資訊化、集中化管理，以此作為未來披露的基礎，及作為自身風險內部控制的一部分，為達成企業目標和承擔對利益相關方的責任所服務。

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5.1 ESG GOVERNANCE STRUCTURE

At present, Kingdee's ESG governance structure is developing and improving, to which the senior management of Kingdee attaches great importance. Considering Kingdee's current management status, consulting excellent cases well known in the industry and the world, taking Listing Rules: Appendix 27 as guidance and referring to such international sustainable development guides as GRI Standards and ISO 26000, Kingdee has established the prototype of its ESG governance work structure as follows:



5.1 ESG管理架構

目前，金蝶的ESG管理架構仍在發展和完善階段，金蝶高級管理層對此高度重視。我們綜合了自身的管理現狀行業及國際普遍的優秀案例，以《上市規則附錄二十七》的要求為指引，並參考國際報告倡議標準(GRI Standards)、ISO 26000等國際可持續發展相關指引，初步形成了自身的ESG管理工作架構，整體架構如下所示：

Kingdee is studying the way to keep improving its overall ESG management system by investing more resources in the foreseeable future, and intends to combine its achievements from corporate informationization system and Cloud platform with its ESG information management and disclosure to promote a platform-based Cloud for ESG information management and disclosure.

金蝶還在研究如何持續提升自身的整體ESG管理工作體系，在可預期的未來會繼續投放資源，並考慮結合自身在企業資訊化系統和雲端平臺的成果，與自身的ESG資訊管理和披露結合，推進ESG資訊管理及披露進行雲端平臺化。

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5.2 STAKEHOLDER IDENTIFICATION AND COMMUNICATION

The *Kindgee Business Code of Conduct* clearly stipulates that Kindgee should attach importance to various stakeholders and highly value them in Corporate Governance.



5.2.1 Kingdee's employees: 金蝶員工：

All employees working in Kingdee 在金蝶工作的所有員工

- Kingdee treats employees genuinely, shares common destiny and grows together with employees. It actively cooperates with employees in creating wealth, providing employment opportunities, and ensuring the company's financial stability, and encourages employees to increase their participation, such as encouraging employees to start a business in the enterprise, offering employees restricted equity incentive plans and so on.

真誠對待員工，與員工共命運，共同成長。與員工在創造財富、提供就業機會和確保公司財務穩健方面積極合作，提高員工參與度，如鼓勵員工實現企業內創業、實施員工限制性股票激勵計劃等。

- The sustainability issues they are most concerned about include health and safety in workplace, promotion channel, equality in workplace, internal communication and information security.

最受他們關注的可持續發展議題：職業安全與健康、晉升渠道、職場平等、內部溝通、資訊安全。

- For our daily communication, Kingdee adopts a flat organizational structure, where employees may communicate with the management directly through such online platforms as Cloud Hub and the management will collect employees' opinions regularly and carry out annual morale research.

我們的日常聯繫：金蝶崇尚扁平化的組織架構，員工可以通過雲之家等線上平臺直接和管理層溝通，管理層也會定期收集員工的意見，並進行年度士氣調查等。

5.2 利益相關方識別和溝通

《金蝶商業行為準則》明確了金蝶重視各利益相關方，並發揮其在公司管治中的作用：

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5.2.2 Suppliers, Partners: 供應商、合作夥伴：

Suppliers who supply Kingdee Cloud servers, electronic devices and other production materials relating to Kingdee's business; Distributors of Kingdee's products and services
金蝶供應雲端服務器、電子設備等與金蝶業務相關的生產材料供應商；金蝶產品和服務的夥伴

- Kingdee cooperates with its suppliers and partners fairly, to be mutually beneficial with suppliers and partners, and make joint efforts to be bigger and stronger. It improves the procurement model, and prevents corruption and bribery. It creates a supplier bidding environment with orderly competition and reasonable quotations, and protects the interests of suppliers. It treats its partners fairly, and creates a healthy and orderly ecological chain system, to achieve common development.

公正、公平地與供應商、合作夥伴合作，與供應商、合作夥伴互惠共贏，共同做大做強。完善採購模式，杜絕貪污賄賂，營造有序競爭、合理報價的供應商投標環境，保護供應商的利益。公平對待合作夥伴，創造健康、有序的生態鏈體系，實現共同發展。

- The sustainability issues they are most concerned about include complaint handling, support to partners, responsible sales, anti-corruption, information security, occupational health and safety, social contributions and product reliability.

最受他們關注的可持續發展議題：產品可靠、資訊安全、投訴處理、支持合作夥伴、負責任銷售、反貪腐、資訊安全、職業安全與健康、社會貢獻、產品可靠性。

- For our daily communication, within Kingdee, the Procurement Department has a series of complete procedures, including public bidding, supplier audit, supplier warehousing and daily supervision, etc., and regularly communicates with suppliers and understands their needs. And a functional department in charge of channel communication management is specially set up to maintain multi-channel communication with distributors.

我們的日常聯繫：在金蝶內部，採購部門從公開招標、供應商審核、供應商入庫、日常監督等都有一系列的完整流程，我們也會和供應商進行定期的溝通和需求瞭解；公司設有專責管理溝通渠道的部門，和夥伴進行多渠道的持續溝通。



5.2.3 Investors: 投資者：

Kingdee's existing shareholders and potential investors who are concerned about Kingdee's performance
金蝶現有股東及關注金蝶表現的潛在投資者

- Kingdee faces shareholders openly and manages jointly with shareholders to make the company grow healthily under the sun, so as to maximize the investment income of shareholders. It actively strengthens the supervision function of shareholders, especially minority shareholders, so as to ensure that the company management does not harm the interests of minority shareholders. It attaches importance to investor relations, increases the transparency of company management information and responds quickly to the questions raised by shareholders.

公開面對股東，與股東共管理，使公司在陽光下健康成長，從而實現股東的投資收益最大化。積極加強股東，特別是中小股東的監督功能，確保公司經營不損害中小股東利益。重視投資者關係，增加公司經營資訊的透明度，快速響應股東提出的問題。

- The sustainability issues they are most concerned about include information security, complaint handling, responsible sales, supplier product management and corporate culture.

最受他們關注的可持續發展議題：資訊安全、投訴處理、負責任銷售、供應商產品管理、企業文化。

- For our daily communication, the Investor Relations Department will communicate with investors by regular publication of financial reports, organization of shareholders' general meetings and roadshows and other multiple ways.

我們的日常聯繫：投資者關係部作為與投資者的日常聯繫部門，通過定期發佈財務報告、組織股東大會、舉辦路演等多種途徑進行溝通。

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5.2.4 Product Users: 產品用戶：

**Users who buy and use Kingdee's products and services
購買使用金蝶產品及服務的用戶**

- With the customer-oriented concept, Kingdee achieves a win-win situation with customers. It increases investment in R&D and services, and guarantees the quality of products and services. It promotes the system of technical support and complaint handling, caring for customers' opinions and helps customers succeed.

客戶至上，與客戶實現雙贏。加大研發及服務投入，提高產品及服務的質量。完善技術支持和投訴處理體系，更多地聆聽客戶的意見，幫助客戶成功。

- The sustainability issues they are most concerned about include labor compliance, environmental impact of products, corporate culture, anti-corruption, product reliability and information security.

最受他們關注的可持續發展議題：勞工合規、產品環境影響、企業文化、反貪腐、產品可靠性、資訊安全。

- For our daily communication, Kingdee listens to users' voices and offers quality customer service with its comprehensive and detailed customer service guides and sound systems applying to the entire group and every product line.

我們的日常聯繫：金蝶總體及各產品線都有全面及詳細的客戶服務指引和完善的體系，聆聽用戶的心聲，提供優質的客戶服務。



5.2.5 Supervision and Management Agencies, External Intermediaries: 監督管理機構、外部中介機構：

**Social organizations having a partnership with Kingdee (except Kingdee's suppliers),
including but not limited to government departments, non-profit organizations and
scientific research institutes and academics**

**金蝶有各類(非供應商)合作關係的社會機構，包括但不限於政府部門、公益組織、
科研院所等**

- Kingdee carries out compliance management and accepts supervision. Compliant with relevant laws and regulations, it carries out information disclosure, related transactions and other compliance management, and continuously improves the corporate governance level.

合規管理，接受監督。按照相關法律法規進行資訊披露、關聯交易等合規化管理，持續提高公司企業管治水平。

- The sustainability issues they are most concerned about include operation compliance, anti-corruption, information disclosure, corporate governance level and social influence.

最受他們關注的可持續發展議題：合規經營、反貪腐、資訊披露、企業管治水平、社會影響。

- It increases communication and contact with all the intermediaries, and provides professional compliance opinions for the company, to ensure the company's regulatory compliance management.

我們的日常聯繫：加大與各方中介機構的溝通聯繫，為公司提供專業的合規意見，確保公司合法合規經營。

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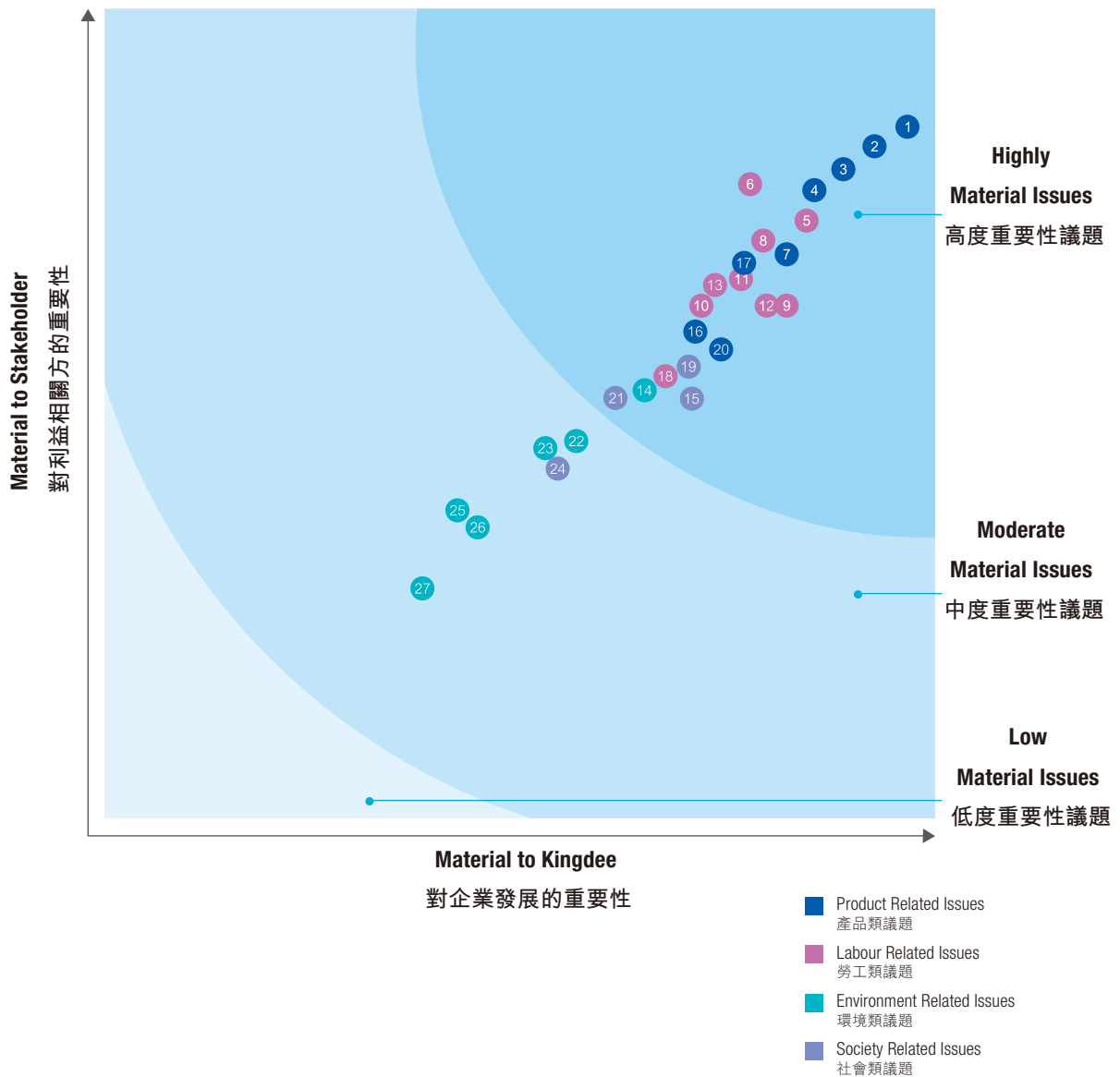
5.3 MATERIAL ISSUES LIST

Stakeholders' concerns of various issues and their decision on these issues' materiality are the bases for Kingdee to evaluate material issues. In order to obtain stakeholders' views on various issues, Kingdee not only maintains close communication with different stakeholders on a regular basis, but carries out a special materiality evaluation of this report. By questionnaires, interviews and other means, we understood stakeholders' comments and expectations on Kingdee's sustainability performance and compiled material references for these material issues.

5.3 重要性議題列表

各利益相關方對各類議題的關注度和其判定的重要性程度是金蝶的重要性議題評定的基礎。為了獲取利益相關方對各項議題的看法，金蝶除了和各利益相關方保持日常緊密聯繫，還針對本次報告進行了專門的重大性議題評估，我們通過廣泛的問卷調查、訪談溝通等途徑，瞭解利益相關方對金蝶可持續發展表現的評價和期望，組成了本次重要性議題評定的重要參考材料。

Kingdee Sustainability Materiality Matrix
金蝶可持續發展議題重大性矩陣



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Classification by Materiality 重要性分類	Issue Title 議題名稱
Highly Important Issues 高度重要性議題	1. Information security 資訊安全
	2. Complaint handling 投訴處理
	3. Product reliability 產品可靠性
	4. Responsible sales 負責任銷售
	5. Anti-corruption 反貪腐
	6. Occupational Health and safety 職業安全與健康
	7. Support to partners 支持合作夥伴
	8. Training and development 培訓與發展
	9. Internal communication 內部溝通
	10. Labor compliance 勞工合規
	11. Corporate culture 企業文化
	12. Equality in workplace 職場平等
	13. Promotion channel 晉升渠道
	14. Environmental effect of products 產品環境影響
	15. Government relations 政府關係
	16. Supplier product management 供應商產品管理
	17. Social impact of products 產品社會影響
	18. Supplier labor management 供應商勞工管理
	19. Social visions 社會願景
	20. Periodic review of products 產品定期檢討
	21. Social contribution 社會貢獻
Moderately Important Issues 中度重要性議題	22. Supplier environmental management 供應商環境管理
	23. Advocacy of environmental protection 環保宣導
	24. Community relations 社區關係
	25. Equipment recovery 設備回收
	26. Waste management 廢棄物管理
	27. Energy management 能源管理

In this evaluation of material issues, there are 21 highly important issues and 6 moderately important issues, where the issue of the highest importance is “information security” while the issue of lower importance is “energy management”, and no lowly important issue is defined.

本次重要性議題評定中，高度重要性議題為21個，中度重要性議題為6個，其中評定重要性最高的議題為「資訊安全」，重要性相對最低的議題為「能源管理」，沒有低度重要性議題。

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5.4 PROFESSIONAL ETHICS AND CONSTRUCTION OF A CLEAN AND HONEST ENTERPRISE

5.4.1 Overall mechanism

Kingdee pays attention to the internal's professional ethics and construction of a clean and honest enterprise all the time. From the induction, every employee is required to finish the online learning of *Kingdee Business Code of Conduct*. Only when new employees learn the Code and pass relevant examination can they become full members. With trust as foundation, the Code facilitates the creation of a working environment based on mutual trust within the Company. In 2017, the Human Resource Department issued the *Kingdee Business Code of Conduct V3.0* and requested employees to keep learning. So far, the number of visitors accessing the online learning system of Kingdee Business Code of Conduct reached 25,000.

5.4.2 Training and advocacy

Through training and education regarding internal control and anti-corruption, Kingdee kept enhancing internal control and building a clean and honest enterprise, publicized laws and regulations to the staff, propagandized and explained the Company's important policies and legal knowledge, urged employees to comply with various rules and regulations and reviewed their compliance and implementation, improved employees' sense of internal control, and continued to strengthen the creation of a clean and honest culture throughout the Company.

- Through Cloud Hub, Kingdee publicized its determination on anti-corruption and legal knowledge to the staff. In 2017, Kingdee carried out 12 advocacy sessions, including training and advocacy sessions regarding anti-corruption and legal knowledge;
- Kingdee carried out online training and assessment, such as the assessment regarding *Kingdee Business Code of Conduct*, through its Intranet;
- Legal staff carried out on-site advocacy and training regarding legal knowledge as well as important policies and systems. Branches in Nanjing, Shanghai, Fuzhou, Nanning, Guangzhou, Chongqing, Wuhan and other regions organized more than 10 advocacy and training sessions regarding legal knowledge in 2017.

5.4 職業道德與廉政建設

5.4.1 整體機制

金蝶一直以來非常重視企業內部的職業道德與廉政建設，從員工入職開始，我們便要求每位員工在線上學習公司的《金蝶商業行為準則》。該準則以信任為基石，在企業內部營造互信的企業氛圍。新員工入職必須要學習並通過考核才能成為正式員工。2017年，人力資源部重新簽發了第3版的《金蝶商業行為準則》，要求員工持續學習。截至2017年12月31日，已有25,000人次完成《金蝶商業行為準則》線上學習。

5.4.2 培訓與宣導

2017年金蝶通過開展內部控制、反腐培訓與教育，繼續加強企業內控與廉潔建設，向全體員工宣貫法律法規，宣導講解公司重要政策與法律常識，督促員工遵守各項制度，並檢查員工遵守的情況，促進員工內控意識的提升，不斷加強企業內部的廉潔文化建設。

- 通過雲之家平臺，向全體員工宣導反腐決心與法律常識。2017年金蝶進行了12次宣導工作，其中包括反腐類培訓與宣導、法律常識類培訓與宣導等；
- 通過公司內網平臺開展線上培訓，並設置考核，如對《金蝶商業行為準則》的考核；
- 法務人員開展現場法律知識與重要政策、制度宣導培訓，2017年在南京、上海、福州、南寧、廣州、重慶、武漢等分支機構開展超過10場法律知識宣導培訓。



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5.4.3 Current management status

In terms of overall integrity management, on the one hand, Kingdee internally promotes the overall internal control atmosphere and improve the quality of employees through the advocacy of “Acting in All Conscience” culture, and has integrity shine into every employee’s minds. On the other hand, the Legal and Audit Departments of Kingdee enhanced their investigation into internal violations of laws and regulations, and metes out severe punishments to some defaulting employees. Kingdee has punished those defaulting employees who have impaired its interests by warning or terminating their employment contracts in accordance with the *Criminal Law of the People’s Republic of China*, *Kingdee Business Code of Conduct*, *Employment Contract*, *Regulations for Prohibition on Employees’ Improper Conduct* and other relevant management systems prepared by Kingdee.

The Legal and Audit Departments of Kingdee have investigated and punished more than 10 violations of laws and regulations in 2017, and over 20 employees were involved. The cases are categorized as follows:

Violations 違規事項	Number of Defaulting Employees 違規人數
Establish a company privately or take a second job as part-time work 員工私設公司或兼職從事第二職業	9
Establish a company privately and undertake outsourcing business 員工私設公司並承接外包業務	2
Take a second job as part-time work illegally 違規兼職第二職業	1
Fabricate labor relation 虛構勞動人員關係	3
Engage in a partnership operation illegally 違規參與夥伴經營	1

5.5 INTELLECTUAL PROPERTY RIGHTS PROTECTION

As a knowledge-driven enterprise, Kingdee deeply understands that it is crucial to protect intellectual property rights for us and other intellectual property rights owners. This not only represents our respect for knowledge and creativity, but also stands for our position on protecting our own interests from infringement. Kingdee formulated such rules and regulations as the *Kingdee Business Code of Conduct*, *Kingdee Management Measures for Trademarks*, *Management Measures for Copyright*, *Management Measures for Patents* and *Management Measures for Information Security*, and gave detailed explanations of and operational provisions on how various departments and employees of Kingdee use the intellectual property rights of other companies and individuals in accordance with laws and regulations and how to protect their own intellectual property rights.

5.4.3 管理現狀

在整體廉潔管理上，金蝶一方面在內部通過「致良知」文化的宣導，提升員工品質，鞏固整體內控氛圍，讓陽光照進每一位金蝶員工的心裏；另一方面，金蝶法務與審計部加大了對內部違法、違規行為的查處，嚴肅處理了一批內部員工的違法、違規行為。對於這些損害金蝶利益的違規行為，公司根據國家法規《中華人民共和國刑法》及金蝶公司《金蝶商業行為準則》、《勞動合同》、《禁止員工不正當行為的規定》等相關管理制度，對違規人員處以警告或開除勞動合同等處分。

2017年金蝶集團法務與審計部內部查處的違法、違規案件共10多宗，涉及違規人數20多人，案例分類如下：

5.5 知識產權維護

作為一家知識驅動型的企業，金蝶深刻瞭解對知識產權的維護無論是對我們自身，還是對其他知識產權的所有人都是至關重要的。這既是我們對知識和創造的尊重，也是我們保護自身利益免受侵害的立場。金蝶制定了《金蝶商業行為準則》、《金蝶商標管理辦法》、《著作權管理辦法》、《專利管理辦法》、《資訊安全管理辦法》等規章制度，對金蝶內部各部門及員工如何合法合規使用其他企業、個人的知識產權，以及如何保護自身的知識產權作出了詳細的解釋和操作上的規定。

5 GOVERNANCE 管治

5.5.1 Not infringing others' intellectual property rights

Kingdee assures that it uses legitimate software in all of its devices. If any employee needs to install some software in his/her computer for work, he/she may apply to Kingdee for unified purchase to ensure the legitimacy of the software to be installed from the origin;

In the preparation of marketing materials, Kingdee attached great importance to the decision on whether those fonts, pictures, trademarks, texts and other content used in marketing materials infringe the rights and interests of other organizations and individuals, defined various conducts infringing their copyright on words and pictures in the *Kingdee Management Measures for Copyright*, and made a special program in Kingdee Legal Report to analyze various infringement acts, consequences and inspiration. If any font, picture or other content is misused and published without authorization, Kingdee will take the initiative in arranging for its Brand Department to negotiate with the owner of such intellectual property right for license.

5.5.2 Protecting our own intellectual property rights

Copyright: In order to protect the copyright on Kingdee's products, we have established and taken online and offline actions. In terms of offline actions, a trans-department team in charge of fighting against piracies was set up, which comprises members from such departments as Legal Department and Audit Department, to confirm clients' qualification and the copyright ownership of the software they used through order system, and ensure the software they used have legitimate copyright through the sales teams nationwide. With regard to online actions, we cooperated with Tmall, JD and other third-party sales platforms to monitor the products, identify sellers by referring to the lowest price and comparing the prices of products sold online, and determine the legitimacy of online agents by conducting financial assistance management, establishing a white list of agents and other means. If any non-compliance is found, we will make a complaint directly to the sales platform and ask the platform to handle and remove related products.

Trademarks: Kingdee monitors trademark infringement through such measures as monitoring Baidu's keywords involving competitive products, searching and monitoring of important product names and keyword placement. If any potential trademark infringement is found, we will initiate trademark litigation considering the company's scale and the degree of infringement.

5.5.1 不損害他人的知識產權

金蝶自身所有設備皆保證使用正版軟件，如員工需要在工作電腦上安裝可以向金蝶申請，由公司統一購買並安裝正版軟件，從源頭上保證所安裝軟件的合規性；

在宣傳材料的製作上，金蝶十分重視材料所使用的字體、圖片、商標、文案等內容是否有侵害其他組織和個人的權益。《金蝶著作權管理辦法》明確指出了各類侵害他方文字、圖片著作權的行為，並在《金蝶說法》中專門製作了一期節目，來分析各類侵權行為、侵權後果和侵權啟示。如誤用了未經授權的字體、圖片等，並且已經公開刊登，金蝶會由品牌部主動與知識產權的所有人進行溝通，洽談購買授權的事宜。

5.5.2 保護自身的知識產權

版權方面：為保護金蝶自身產品的版權，我們在線上線下都有設置和採取相關措施。在線下，我們成立了跨部門的盜版打擊小組，小組成員包括法律部、審計部、法務部等部門，通過訂貨系統確認客戶的資質及其使用軟件的版權歸屬問題，並通過全國的銷售團隊保證其使用的軟件具有合法的版權；在線上，我們聯合天貓、京東等第三方銷售平臺進行監控，通過參考線上最低價，對比線上銷售產品的價格識別可疑銷售商，同時通過資助管理、建立代理商白名單等確定線上代理商的合規性。如發現不合規的情況，我們會直接向銷售平臺進行投訴，要求其處理及下架相關產品。

商標方面：金蝶通過監察百度競品詞、重要產品名稱搜索、關鍵字投放等，對商標侵權進行監控。如發現潛在的商標侵權，我們會考慮企業規模和侵犯商標的程度，發起商標訴訟。

6 ECONOMY 經濟

The economic benefits brought by Kingdee's business development and the positive effects of its products and services on society are the greatest contribution to of Kingdee's sustainable development.

Issues involved and their materiality in this chapter:

金蝶自身業務的發展所帶來的經濟收益，以及產品和服務為社會帶來的正面影響，是金蝶在可持續發展道路上最大的貢獻。

本章節涉及議題及其重要性：



6 ECONOMY 經濟

6.1 KINGDEE PRODUCTS

The quality products offered by Kingdee to its customers are the main source of the corporate value, helping the achievement of "To Become the Most Reliable Enterprise Service Platform".

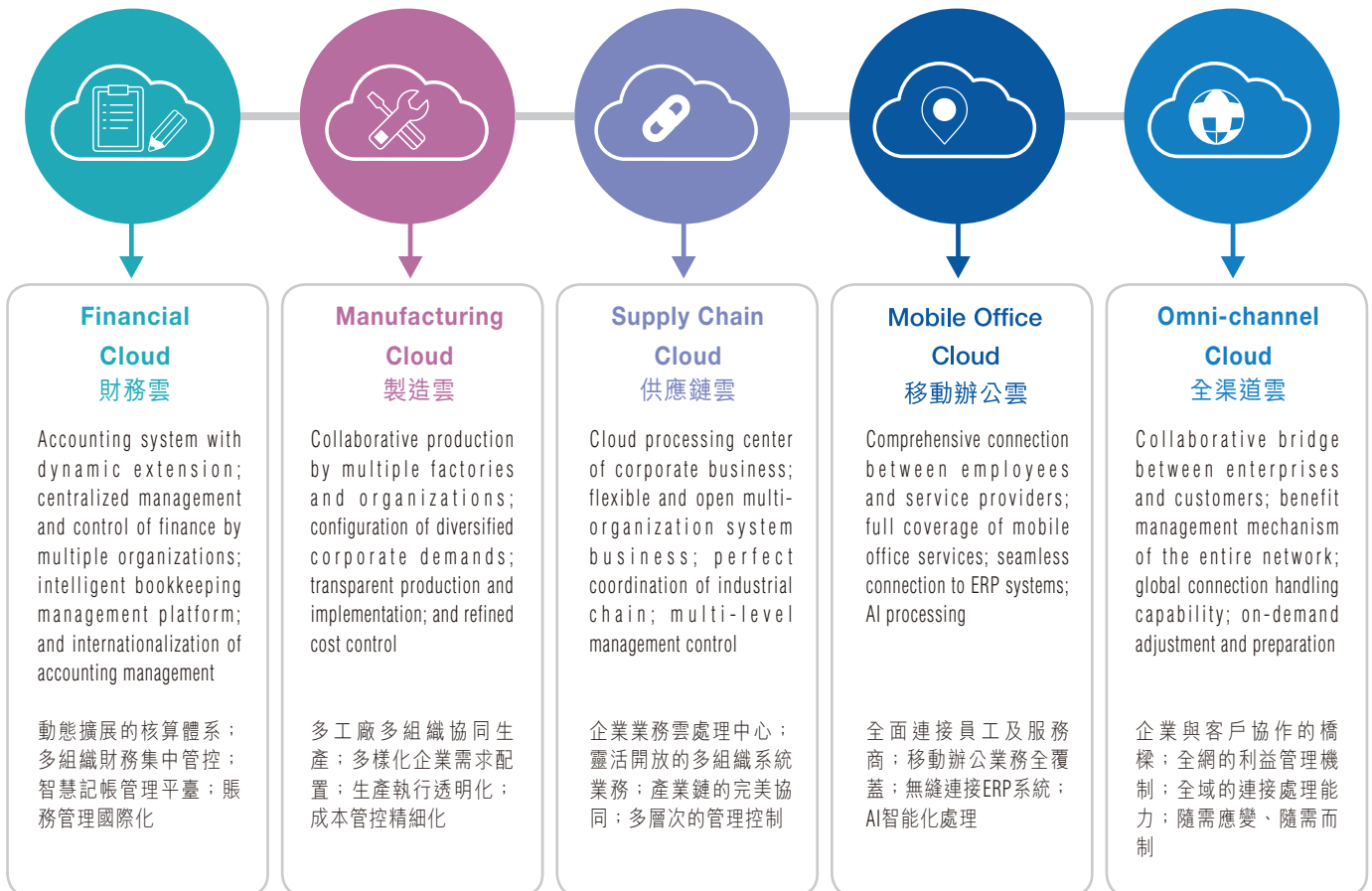
6.1.1 Product Value

Kingdee Cloud

Kingdee Cloud: the first brand in China's SaaS enterprise application software market (source: IDC); and the largest enterprise Cloud service partner of Amazon Web Service (AWS) in China

Kingdee Cloud helps enterprises establish a shared Cloud platform with such new features as connectivity, integration, sharing and intelligence, leading enterprises in reforming their management model and creating corporate value.

Main business scenarios:



6.1 金蝶產品

金蝶為客戶提供的優質產品是企業價值的主要源泉，通過持續的產品研發和創新，我們在成為『值得託付的企業服務品牌』的目標的道路上奮鬥不息。

6.1.1 產品價值

金蝶雲

金蝶雲：中國SaaS企業級應用軟件市場第一品牌（來自：IDC）；亞馬遜AWS在中國最大企業級雲服務合作夥伴

金蝶雲幫助企業建立起具有連接、融合、共享、智慧新特性的共享雲平臺，引領企業管理轉型，創造企業價值。

主要業務場景：



Product Story 1:

產品故事1：

"HUAWEI" is the world's leading ICT (Information and Communication Technology) infrastructure and intelligent terminal provider, which is dedicated to bringing the digital world into everyone, every family, every organization, and building the intelligent world interconnecting all things. Kingdee Cloud, together with HUAWEI, helped HUAWEI's consumer terminal business group offline stores and reconstructed the excellent user-oriented experience.

「華為」是全球領先的ICT(資訊與通信)基礎設施和智慧終端提供商，致力於把數字世界帶入每個人、每個家庭、每個組織，構建萬物互聯的智慧世界。金蝶雲與華為一起，幫助華為消費者終端事業群線下門店，重構以用戶為中心的極致用戶體驗。

Whole process monitoring of product sales

產品銷售全程監控

Mobile phone, tablet, computer, watch and so on were switched to POS system sales, and the volume of goods delivery on logistics platform and real-time sales of experience store POS system are readily accessible.

手機、平板、電腦、手錶等全部切換到POS系統銷售，物流平臺發多少貨，體驗店POS系統實時銷售多少，全部一目了然。

Storefront real-time sales data record

店面實時銷售數據記錄

Store managers and FM could view the real-time purchase-sale-stock data on the Kingdee Cloud platform, and grasp all purchase-sale-stock trends.

店面店長和FM可以在金蝶雲平臺查看到實時進銷存數據，掌握店面一切進銷存動向。

The storefront sales efficiency has been greatly improved

店面銷售效率大大提升

It replaced manually ordering by printed receipts, which increased the efficiency of ordering and electronically archived the receipts. The launch of mobile POS let customers do not need to queue up to pay the bills, and they could pay everywhere.

機打小票代替手工開單，提升開單效率，單據存檔資訊化；移動POS的上線，顧客買單不用排隊，哪裏都是收銀臺。

High integration with WMS

與WMS高度集成

It realized the integration of delivery from channels and receiving in stores, the automatic matching of goods delivery data, and the result confirmation of goods receiving. It realized the real-time transmission of data, and more timely, accurate and efficient delivery.

實現渠道發貨與門店收貨的集成，商品發貨數據進行自動匹配、收貨確認結果；數據實時傳遞，發貨更及時、準確、高效。

Consumer satisfaction collection

消費者滿意度收集

The real-time collection and analysis of customer satisfaction and employee satisfaction made the service more accurate and effective, which effectively improved the service quality of shop assistants and consumer satisfaction.

消費者、員工滿意度實時收集、分析，讓服務更加精準，有效；有效提升店員的服務質量，提升消費者滿意度。

6 ECONOMY 經濟

Kingdee Cloud helps "HUAWEI" completed:

金蝶雲幫助「華為」做到：



30 days
天

Mobile terminal UE
development in 30 days
30天完成移動端UE開發



200+ stores
門店

200+ stores online in a week
200+門店一周上線



4,700 messages
條

4,700 messages of customer
experience feedback in the
National Day Golden Week
4,700條十一黃金周客戶
體驗反饋



10,000 daily
日

10,000+ daily average
store trading volume
日均10,000+的門店交易量

"Kingdee has been moving fast and resolutely in transition to the cloud, thus bringing about the rapid development in these two years. It is also the transition of Kingdee to the cloud that made it possible for HUAWEI to quickly use Kingdee Cloud in retail and provide services to HUAWEI's customers quickly."

– Xu Zhijun, HUAWEI's rotating CEO

「金蝶轉型到雲上走得快，走得堅決，由此帶來了這兩年的快速發展。也正是因為金蝶轉型到雲端，才有可能讓華為在零售上快速使用金蝶雲，能夠快速地為華為的客戶提供服務。」

– 華為輪值CEO徐直軍



Product Story 2:

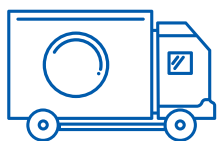
產品故事 2 :

As a well-known O2O e-commerce cake brand in China, Bliss Cake always adheres to "100% fresh made". So far, it has offered distribution services in 64 cities and attracted 397 million users. By virtue of supply chain and visualized user analysis, Bliss Cake boasts the ability to achieve cold-chain delivery in two hours throughout the country.

「幸福西餅」是國內知名O2O電商蛋糕品牌，始終堅持「百分百新鮮製作」，已開通64個城市的配送服務，覆蓋3.97億的用戶，借助供應鏈與可視化用戶分析，「幸福西餅」具有全國兩小時冷鏈速達的能力。

With Kingdee Cloud, Bliss Cake optimized its supply chain management and improved its efficiency dramatically:

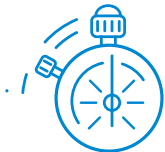
金蝶雲協助幸福西餅優化供應鏈管理，大大提高效率：



Accurate and high-efficient logistics
讓物流精準高效

Kingdee Cloud assists Bliss Cake in keeping up with the ingredients required every day so that raw materials will never be left overnight. Online application for pick-up and follow-up are achieved in all offline stores, online shopping malls and distribution centers. Relying on the order platform which adopts unified query management, employees can receive the materials needed for the day the next morning.

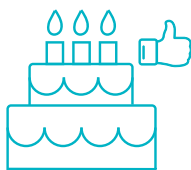
金蝶雲協助幸福西餅實時瞭解每天所需原料，讓原料從不留過夜。線下門店、線上商城、配送中心全部實現在線物料申請提單與跟進，訂單平臺統一查詢管理，員工次日早晨就能收到當天所需的物料。



Smooth and convenient collaboration
讓協作流暢便捷

Kingdee Cloud enables the entire supply chain management to keep abreast of the situation and make allocation in a timely manner. The distributed allocation from the general warehouse to sub-warehouses is a one-step process, with no need for second entry. All the details of goods are at our fingertips even if they are on the way. It realizes smooth collaboration and easy operation at the same time.

金蝶雲讓整個供應鏈管理能夠實時瞭解各環節的情況並及時調撥。總倉對分倉的分散式調撥一步到位，無需二次錄入，貨在途中即知所有貨物明細，協作流暢，操作便捷。



Assured quality
讓蛋糕品質保證

With Kingdee Cloud, Bliss Cake ensures the quality of the food offered by its nationwide partners through comparison and analysis of supply chain standardization. By analyzing data, how much flour, eggs and fruits are needed for every 100 cakes can be estimated accurately. the system will give us a timely warning when the logistics information does not conform to the estimated result.

金蝶雲讓幸福西餅依靠供應鏈標準化對比分析，保證全國合作夥伴的食品品質。通過歷史數據，精確預測計算每生產100份蛋糕，需要多少麵粉、雞蛋和水果，當物流資訊和預測結果不相符準時，系統會及時報警。



Continuous innovation
讓創新不斷激活

Kingdee Cloud frees Bliss Cake's employees from massive documents. By generating analysis reports, it helps employees solve problems that are barely found in daily work and enables them to find inspiration from grass-roots work and make innovations and reformation.

金蝶雲讓幸福西餅員工從原先海量的單據中解放出來，製作分析報表幫助員工解決日常工作中未發現的問題，從低層工作中發現靈感，改革創新。



Popularity-driven sales
讓流量帶動銷售

Relying on Kingdee Cloud Hub, Bliss Cake connects to the WeChat BBS and creates a "Bliss Fan Club" where Bliss Cake has in-depth interaction with its fans in multiple ways, increases the loyalty of fans and promotes online sales. While having in-depth communication with users, it understands users' actual demands clearly and plans its future business development direction accurately.

金蝶雲之家讓幸福西餅連接微信社區，創建「幸福粉絲社區」，以多種方式與粉絲深度互動，增加粉絲凝聚力，為線上銷售引流。同時在與用戶深度交流中瞭解用戶真正需求，精準規劃業務未來發展方向。

6 ECONOMY 經濟

With Kingdee Cloud, Bliss Cake managed to:

金蝶雲幫助「幸福西餅」做到：

Process more than 15,000 orders per day;

日處理訂單量超過

15,000 單

Reduce the work load of accountant by half;

會計人員工作量減少

1/2

Accelerate the generation of financial statements by 100 times

財務報表生成速度加快

100 倍

Quicken the approval for business procedures by 50 times

業務流程審批加快

50 倍

“Relying on Kingdee Cloud, we may establish a high-end Bliss Cake integrating offline supply chain, distribution center, online shopping mall and community with massive data. By breaking through the bottleneck of O2O management transformation and realizing high efficient operation, Bliss Cake is able to achieve zero-inventory production and two-hour distribution, surprising every fan based on their preferences. Together with Kingdee Cloud, we are sending not only cakes but bliss.”

— Yuan Huohong, CEO of Shenzhen Bliss Mall Technology Corporation

「借助金蝶雲，我們可以從線下供應鏈、配送中心、線上商城與社區獲取海量數據，實現的幸福西餅：突破O2O管理轉型瓶頸，實現高效運轉，幸福西餅可以做到零庫存生產、2小時配送，配合每個粉絲的喜好，讓他們充滿驚喜。和金蝶雲攜手，我們送出的不僅是西餅，更是幸福。」

— 幸福商城科技股份有限公司CEO袁火洪



Product Story 3:

產品故事3：

HBIS New Material possesses four major production bases, i.e. HBIS New Material (headquarters), Qingdao HBIS Composite Material, Hefei HBIS New Material and Hangang Color-coated Sheet, and 6 high-end customized coated plate production lines, with a comprehensive production capacity of 500,000 tons. Rooted in users, we integrate technology, arts and fashion into products and walk into your life. Combining the advanced concepts and good genes of HBIS Group Co., Ltd. and Haier Group, taking "Creating colorful dreams for a good life" as vision, and "Become a global leader in coated plate industry" as mission, it recognizes its own fallibility, make a disruptive innovation "to provide users with the best coated plate solutions".

「河鋼新材」擁有河鋼新材(本部)、青島河鋼複合材料、合肥河鋼新材、邯鄲鋼塗四大生產製造基地，六條高端定制化塗覆板生產線，綜合生產能力50萬噸。河鋼新材植根於用戶，把科技、藝術和時尚融入產品，走進用戶的生活。融合著河鋼集團和海爾集團的先進理念和優秀基因。以「為美好生活創造夢想色彩」為願景，以「全球塗覆板行業引領者」為使命，河鋼新材自以為非，顛覆創新，「快速提供最具競爭力的塗覆板解決方案，為用戶創造價值」。

Kingdee Cloud helps HBIS New Material to reconstruct the "intelligent manufacturing + Ren Dan He He Yi" C2M, and achieve a comprehensive digital management and operation system:

金蝶雲幫助河鋼新材重構「智能製造+人單合一」C2M，實現全面數字化的管理運營體系：

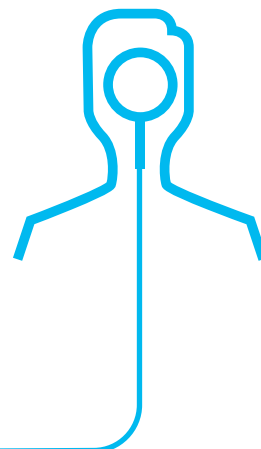
- Intelligent production management
生產管理智慧化

Integrate the full-process QR code technology into the manufacturing process, and connect employees, materials, suppliers and all relevant resources through QR codes, transforming from traditional manufacturing era to the Internet-of-things era, realizing a high efficiency and zero error;

將全流程二維碼技術融入到生產製造過程，通過二維碼連接員工、連接物料、連接供應商，連接一切製造資源，從傳統製造時代向物聯網時代轉型，實現高效率、零差錯。

Formerly, it takes 90 minutes to send out goods once, and 2 days to check inventory once, and the overdue inventory reaches 1,000 tons. Now, we precisely locate the materials through QR code, quickly sending out goods and reducing the time of goods delivery to 30 minutes once. The inventory verification can automatically figure out the difference and reduce the time of inventory verification to 1 hour. The QR code controls the first input and first output, and reduces the overdue inventory to 100 tons;

以往發貨一次90分鐘，庫存盤點一次2天，超期庫存上千噸。現在通過二維碼精確定位物料，快速發貨，將發貨1次縮減到30分鐘。庫存盤點自動統計出差異，將庫存盤點縮減到1小時。二維碼控制先入先出，超期庫存降至百噸。



- Mobile management and operation
管理運營移動化

Mobile management communication: communication, interaction, task arrangement, and work collaboration, etc.

Mobile budget adjustment management, quality objection management, and process approval;

Mobile peripheral systems like integrated E-mail and OA;

金蝶雲協助實現包括溝通、交流、任務安排、工作協同等管理溝通移動化，讓預算調整管理、質量異議管理、流程審批移動化，並集成移動郵箱、OA等外圍系統。



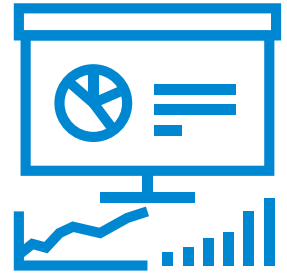
6 ECONOMY 經濟

- Digital managerial decision-making
經營決策數據化

Combine operating management and Big Data to improve the efficiency of visualized analysis and risk aversion;

Provide strategic Big Data basis to ensure the reliability of decision support and action guide;

經營管理與大資料結合，通過可視化分析提升風險規避決策效率，提供戰略制定的大資料依據，保障決策支持和行動指揮的可靠性。



- Supplier Collaboration
供應協同

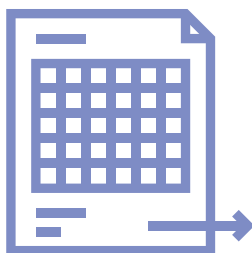
The supplier collaboration is applied to achieve interconnection with the upstream of industry chain, being highly integrated into the supply chain, reducing the supply cost and improving the sensitivity;

通過供應協同的應用實現與產業鏈上游的互聯互通；供應鏈高度融合，供應成本降低，敏捷度提高。

- Comprehensive Reimbursement
報銷業務全面化

An expense budget reimbursement control system is built which supports nearly 1,000 reimbursements of the company every month. At the same time, the integration of budget, reimbursement, accounting and online bank payment doubles the efficiency from reimbursement to payment;

搭建費用預算報銷管控體系，支撐了公司每月近1,000筆費用報銷業務的執行，同時預算、報銷、財務、網銀付款一體化解決方案的實施，使得從報銷業務發起到最終付款入帳的業務處理效率提高了2倍。



- Lean Cost Management
成本管理精益化

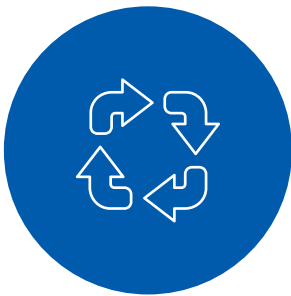
The concept of lean cost management is adopted to ensure a clear cost accounting, and quickly find the cost control points, improve and reduce the cost;

通過精益成本管理理念的落地，保障成本的清晰核算，同時可快速找准成本控制點，促進成本改善，降低成本。

6 ECONOMY 經濟

Kingdee Cloud helps HBIS New Material to:

金蝶雲幫助「河鋼新材」做到：



Reduce the inventory by
庫存降低

10%



Reduce the material preparation time by
物料準備提前期減少

67%



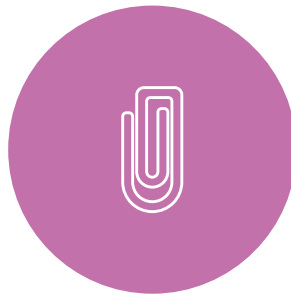
Integrate the data of 30+
system cloud terminals
30+個系統雲端數據集成

30+



Extend 16 interface connections
16個界面擴展銜接

16



Support 3,000,000 labels
300萬條標籤流轉

3,000,000



Check and approve 10,000
reimbursement records
10,000萬條報銷數據審批

10,000

"We adopt Kingdee Cloud to build a comprehensive and flexible supply chain platform, and achieve Amoeba-type operation results with high efficiency, transparency and profit through precise data statistics!"

— Liu Lianmin, Chairman of HBIS New Material

「我們用金蝶雲構建全面而靈活的開放供應鏈平臺，並經過金蝶雲的精確數據統計，達到高效率、高透明、高利潤的阿米巴模式經營成果！」

— 河鋼新材董事長劉連民

6 ECONOMY 經濟

Jingdou Cloud

Jingdou Cloud: one-stop operation and management Cloud services for small and micro enterprises

Service Type:

精門雲

精門雲：小微企業一站式經營管理雲服務

服務類型：



Jingdou Cloud V5
精門雲V5

A new retail solution for the new generation of Cloud

新一代雲端新零售解決方案



Cloud Accounting
雲會計

A professional financial management tool for small and micro enterprises offering big data-based benchmarking and diagnosis

小微企業專業的財務管理工具，提供基於大資料的財務對標和診斷服務



Cloud Reimbursement
雲報銷

A cost manager for small and micro enterprises offering mobile management of the whole process

為小微企業費用報銷提供移動化的全流程管理，是小微企業的費用管家



Bookkeeping Agent Manager V4.0
代賬管家V4.0

An integrated management platform specially designed for bookkeeping agents

為代賬公司量身打造的一體化管理平臺



Cloud PSI
雲進銷存

A one-stop business management tool for small and micro enterprises handling purchase, sales, inventory, receivables and payables professionally and comprehensively

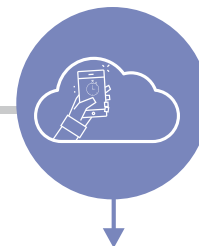
小微企業一站式生意管理工具，全面實現購、銷、存和應收應付款專業處理



Cloud Finance & Trade
雲財貿

An integrated management tool for small and micro enterprises offering high-efficient integration of finance and business as well as data sharing among multiple departments

小微企業財務業務一體化管理工具，財務業務高效集成，多部門數據共享



Jingdou Cloud APP
精門雲APP

An APP dealing with business management and mobile office

生意管理+移動辦公，一個APP全搞定



美珍香
BEE CHENG HIANG

Customer Story:

客戶故事：

Since its inception in 1933 as a bakkwa company in Singapore, BEE CHENG HIANG (“BCH”) has become Asia’s leading food company with more than 70 outlets in seven countries and regions (including Singapore, Malaysia, China, Hong Kong, Taiwan, Indonesia and the Philippines).

新加坡肉乾老字號「美珍香」創始於1933年，是亞洲數一數二的食品集團。目前，「美珍香」的零售網路已遍佈全球7個國家與地區（新加坡、馬來西亞、中國、中國香港、中國臺灣、印尼和菲律賓），擁有多達70多間零售店。



BCH is a typical food chain company with multiple stores, warehouses and branches. So it is difficult to summarize daily sales data, and accountants are always busy with account checking at the end of each month. Previously, they used the installation version of financial accounting software. Since the distance between warehouse and office is relatively far, the remote control system is often disconnected and the maintenance cost is very high. Furthermore, the data cannot be synchronized in real time while the workload of accountants is exceptionally high.

「美珍香」是個典型的多門店、多倉庫、多分支機構的食品連鎖企業，每天銷售資料匯總難度較大，月尾會計對賬都會忙得焦頭爛額。「美珍香」之前用的是安裝版會計軟件，倉庫與辦公地點距離較遠，遠端經常連不上，維護成本頗高，而且資料也不能即時同步，會計的工作量變相很大。

By using Jingdou Cloud’s services, BCH is freed from installation, maintenance and upgrading of a professional server according to its business scenarios and management needs, and thus reduces its total operating cost dramatically. After billing for purchase, sales and inventory, the accounting system can extract the documents regarding purchase, sales and inventory directly and generate relevant accounting vouchers by a click. It helps financial staff reduce their workload in re-entering vouchers and improves the accounting efficiency. With a mobile phone only, the manager can check financial and business data as well as the operation of each store. Income, cost, expenditure and profit are clear at a glance, while the internal management analysis report can be generated quickly and accurately at any time. Keeping abreast of the inventory and the popularity of each product through sales ranking, BCH is able to allocate top-selling goods in a timely manner, enhance the promotion of slow-selling goods, and improve the store sales effectively.

通過使用精門雲的服務，「美珍香」可以根據自身業務場景以及管理需求，無需配置專業服務器，免安裝、免保養、免升級，大大降低了整體營運成本。進銷存開單後，會計系統可以直接抓取進銷存業務單據一鍵生成相關會計憑證，大大減輕會計人員重複輸入憑證的工作量，提高會計核算的工作效率。管理者只需一部手機就能查看各個門店的財務業務資料以及經營狀況，收入、成本、費用、利潤一目了然，隨時快速準確生成內部管理分析報表。通過商品銷售排行，可以及時瞭解庫存和每種產品的受歡迎程度，對熱銷商品及時配貨，滯銷商品加大促銷力度，有效提升門店銷售業績。



“It is extremely inconvenient to check data when I use the installation version previously. But now with Jingdou Cloud, I can check daily revenue, incomings, arrears and other data easily on a mobile phone. Even if I am on a business trip, I can keep abreast of the company’s operation. Jingdou Cloud makes me assured.”

– Feedback from BCH

「以前使用安裝版軟件，查看資料非常不方便。現在用精門雲，只要一部手機就能看到每天的收入、進賬、客戶欠款等資料，即使在外出差也可以即時瞭解公司的營運狀況，用精門雲，我放心！」

–「美珍香」回饋

Cloud Hub

Cloud Hub: intergrated Cloud platform and solution for business management and the first mobile office software for large and medium-sized enterprises in China according to IDC

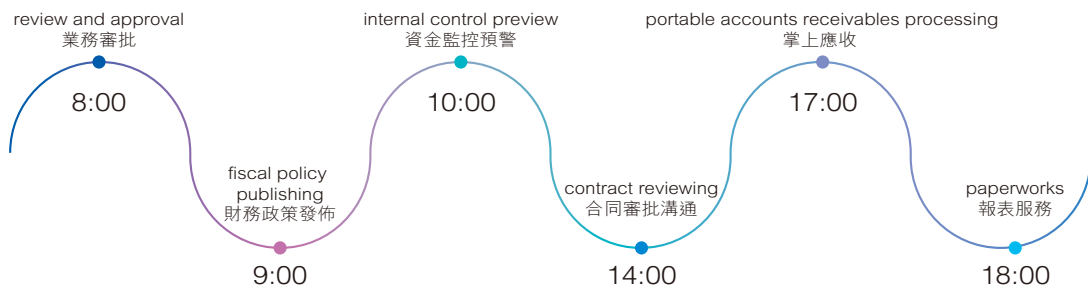
Product scenarios:

雲之家

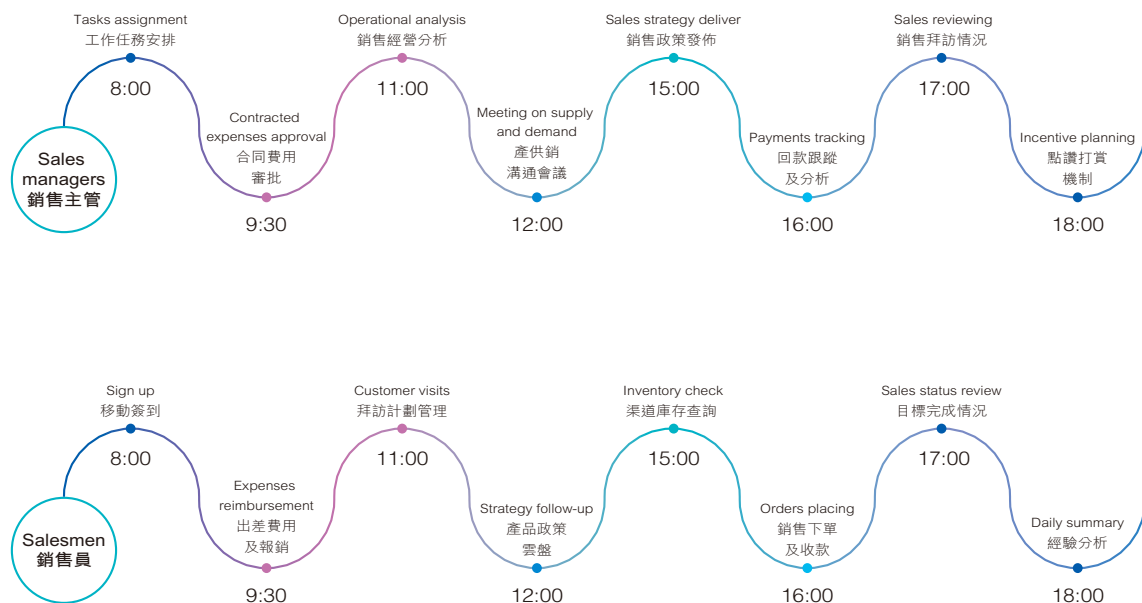
雲之家：一體化企業管理雲平臺解決方案，「中國大中型企業移動辦公市場第一」（來自IDC）

「雲之家」產品使用場景：

CFO daily schedule CFO的一天



Sales managers and salesmen schedule 銷售主管與銷售員的一天



6 ECONOMY 經濟

6.1.2 Scientific Research and Innovation

Scientific research and innovation drive Kingdee's continuous development of its own products. In 2017, Kingdee Research Institute has launched some key research and innovation projects as follows:

Robot -Little K

"Robot -Little K": "Little K" is a financial robot launched by Kingdee. With the latest technologies of artificial intelligence such as image recognition, speech recognition, LBS, semantic analysis, rules and process engine and machine deep learning, etc., it can provide companies with multi-scenario and all-round intelligent financial services.

6.1.2 科研創新

科研創新是金蝶一直能夠不斷發展自身產品的源泉。2017年，金蝶研究院的重點科研創新項目有：

小K機器人

「小K機器人」：「小K」是金蝶推出的財務機器人，綜合運用了多項人工智慧的最新技術：圖像識別技術、語音辨識技術、LBS技術、語義解析技術、規則與流程引擎技術、機器深度學習技術等等，能為企業提供多場景全方位的智慧財務服務。



6 ECONOMY 經濟

AI Image Recognition

AI Image Recognition: The Cloud Accounting of Jingdou Cloud reduces the manual operations of users during the bookkeeping process by recognizing invoices automatically, and thus realizes intelligent bookkeeping by the following functions:

- **Invoice recognition by Invoice Cloud:** It supports second intelligent recognition of national value-added tax invoices and generates electronic invoices after recognition. Users can scan the barcode or take a photo through their mobile clients to verify the authenticity of these invoices, and the scanning accuracy reaches 92.6%.
- **Invoice verification by Invoice Cloud:** It supports real-time verification of national value-added tax invoices, assists in judging the authenticity of invoices and achieves verification in a second. The single-user response time is 2.4s, with the pass rate of 100%.

AI Voice Broadcast

AI Voice Broadcast: It specializes in reading out messages or news via voice. As it is equipped with multiple announcers of different genders, different ages and different tones, users can select voices with different speech rates and different emotional expressions according to their needs. With concise interface and simple operation, it adds a "mouth" to news and enables application to speak, making users' lives more creative.

Kingdee Blockchain

Kingdee Blockchain: As a bookkeeping technology originally, blockchain now becomes a disruptive technology that could replace third parties to deconstruct business process and bring about a new business model. The blockchain network is also a special form of "Cloud platform".

人工智慧－圖像識別

人工智慧－圖像識別：「精門雲」雲會計通過發票自動識別，減少用戶在記帳過程中的人手操作，真正實現智慧記帳。其中功能的實現包括：

- **發票雲發票識別：**支持全國增值稅發票秒級智慧識別，在識別之後生成發票電子憑證，用戶可以在手機用戶端進行掃碼查驗、拍照識別、真偽驗證，掃描識別準確率達到92.6%；
- **發票雲發票查驗：**支援全國增值稅發票即時查驗，輔助判斷發票真偽，做到秒級查驗速度，單用戶回應時間為2.4秒，通過率為100%；

人工智慧－語言播報

人工智慧－語言播報：專注於通過語音讀出消息或新聞內容。內置多個不同性別、不同年齡和不同聲調的播音員，用戶可以根據需要選擇不同語速和不同情感表現力的語音。界面簡潔、操作簡單，為新聞裝上「嘴巴」，讓應用程式開口說話，使用戶的生活更富創意；

金蝶區塊鏈

金蝶區塊鏈：區塊鏈最早是一種記帳的技術，可以替代第三方的顛覆式技術區塊鏈解構業務流程，帶來全新的商業模式。區塊鏈網絡也是一種特殊形式的「雲平臺」。



6 ECONOMY 經濟

6.2 EXCELLENT SERVICE

While making quality products, Kingdee keeps attaching importance to user experience. By improving our own customer service policies continuously, controlling service quality and information security strictly, and unblocking the communication channel with users, upholding the mission of “Devoted to Sever Enterprises”, we build the most reliable enterprise service platform for more than 6.8 million enterprises and more than 80 million users worldwide with the mission to “serve enterprises whole-heartedly”.

6.2.1 Customer Service Management

Kingdee has developed a series of internal policies to manage customer service, including standards for telemarketing and distributor service. In terms of telemarketing, Kingdee and its subsidiaries have established *Management Measures for Telemarketing by the Headquarters' Marketing Department, Work Manual for Hotline (4008-830-830) Operators of Kingdee Software (China) Co., Ltd.* and other systems, which standardized the telemarketing process and process behavior management, unified sales process and process management, and implemented the Company's sales system in an efficient, standardized and orderly manner.

As for the services of distributor partners, Kingdee has established *Kingdee Service Code of Conduct* to manage the etiquette and behavior of distributor partners' employees when they communicate with customers. *The Kingdee Service Code of Conduct* standardizes distributor partners' etiquette, service terms, calling behavior, on-site behavior and repair behavior in the process of offering customer service, and proposes the “high-voltage line for behavior”: it is strictly prohibited to provide customers with services in the name of an individual and charge money or objects, it is strictly forbidden to ask for goods or cash from customers, and distributor partners are required to make customers experience quality services during communication, enhance customer satisfaction, and improve the images of both Kingdee and its partners.

6.2.2 User Information Security

Kingdee highly values the compliance of product safety and protection of customers' privacy and data all the time, and complies with the legal provisions on personal information protection in the *Constitution of the People's Republic of China, General Principles of The Civil Law of the People's Republic of China and Tort Law of the People's Republic of China* to assure customers' privacy, protect trade secrets and safeguard customers' interests.

The Company has established *the Kingdee Business Code of Conduct*, which sets out requirements for employees' responsibilities for “information security and trade secrets”. To protect customers' and third parties' information, employees are required to use customers' or third parties' information that is protected or authorized by law to the extent of authorization and request, and not to ventilate, disseminate, use or disclose customers' or third parties' information by other means without the Company's approval and the authorization of customers concerned. As for the safe use of network systems, employees are required not to visit websites that contain anti-government, pornographic, gambling, violent, insulting and defamatory content, spread rumors or have conflicts with the Company's values and business interests through the Company's network system.

6.2 卓越服務

在打造優質產品的同時，金蝶也堅持聚焦用戶體驗。我們不斷完善自身的客戶服務政策，嚴格監控服務品質及資訊安全，保持用戶溝通渠道暢通，秉承著「全心全意為企業服務」的使命，為全球超過680多萬家企業組織和8,000多萬用戶，打造「最值得託付的企業服務平臺」。

6.2.1 客戶服務管理

金蝶內部制定了一系列政策以管理客戶服務工作，包括規範電話營銷行為、分銷商服務行為等。在電話營銷方面，金蝶及旗下公司制定有《總部市場部電話營銷業務管理辦法》《金蝶軟件(中國)有限公司(4008-830-830)熱線專員工作手冊》等，規範了電話營銷的流程和過程行為管理，統一銷售流程和過程管理，使公司的銷售體系高效、規範、有序地開展。

對於夥伴的服務行為，金蝶制定有《金蝶服務行為規範》以管理分銷夥伴的員工與客戶交流中的禮儀及行為。《金蝶服務行為規範》對夥伴在客戶服務過程中的禮儀、服務用語、電話行為、現場行為及送修行為予以規範，並提出「行為高壓線」要求：嚴禁以個人名義私自為客戶提供服務並收取財物，嚴禁向客戶索取物品或現金。我們讓客戶在與分銷夥伴員工交流時感受到分銷夥伴的優質服務，提升客戶滿意度，提升夥伴及金蝶的公司形象。

6.2.2 用戶安全

金蝶高度重視產品安全合規與客戶隱私資料安全保護。公司全面遵守《中華人民共和國憲法》、《中華人民共和國民法總則》、《中華人民共和國侵權責任法》中關於個人資訊保護的相關法律條款，以保障客戶隱私、保護商業秘密、維護客戶的利益。

公司內部制定有《金蝶商業行為準則》，其中對員工在「資訊安全和商業秘密」方面的責任提出了要求。在保護客戶和第三方資訊方面，我們要求員工只能在工作授權和要求的範圍內使用客戶或第三方受法律保護或授權的資訊，如未經公司批准及客戶授權，不應公開討論、對外傳播及其他方式使用或洩露。在網絡系統的安全使用方面，要求員工不得利用公司的網路系統訪問含有色情、賭博、暴力、侮辱謔謔、散播謠言或與公司價值觀和商業利益相衝突的網站。

Information Security Organizational Structure

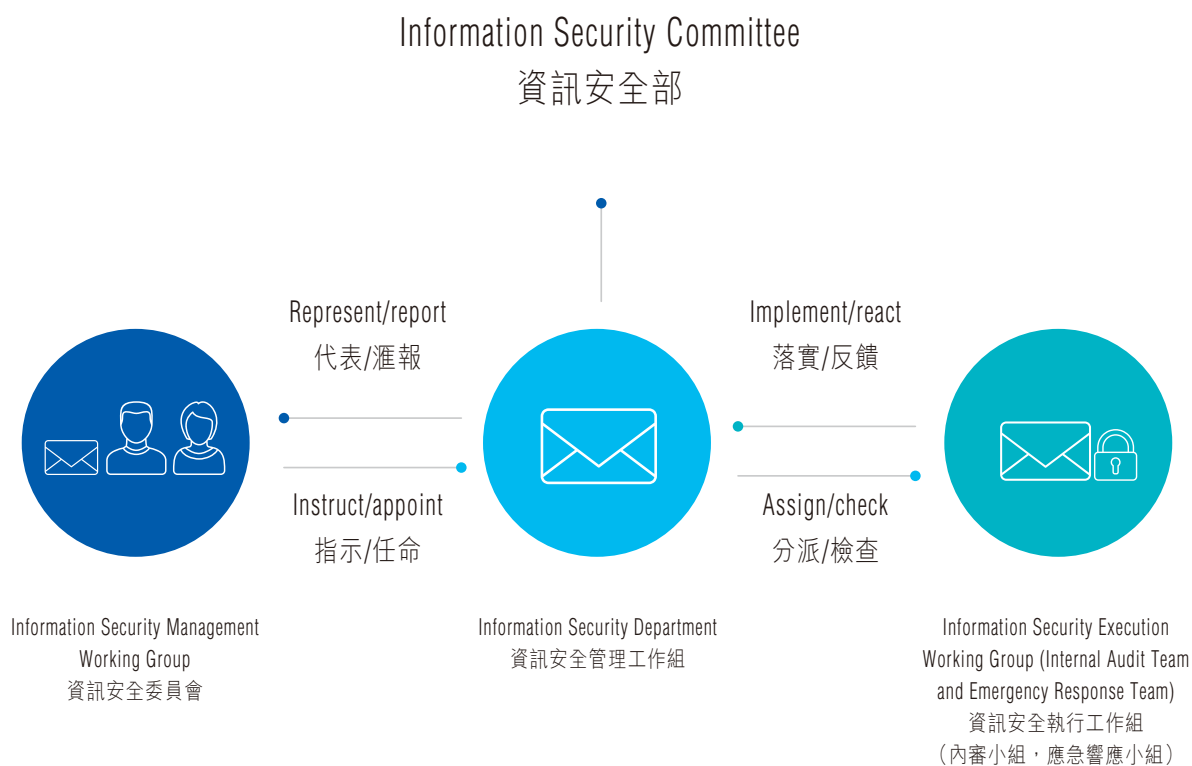
The Company has established a three-tier information security organizational structure, including decision-making level, management level and executive level, and promote the Company's information security based on this three-tier information security organizational structure.

- Information Security Committee (decision-making level): with CEO serving as the director and the management and leaders of various business divisions as committee members
- Information Security Management Working Group (management level): with representatives of various business divisions and the Information Security Department as the standing executive body
- Information Security Execution Working Group (executive level): with employees from various organizations and departments as part-time information security administrators taking responsibility for the promotion and implementation of regular work regarding information security

資訊安全組織架構

公司建立了三層資訊安全組織架構，包括決策層、管理層、執行層。通過三層資訊安全組織架構，推動公司資訊安全的工作開展。

- 資訊安全委員(決策層)：由首席執行官為主任，委員由管理層、業務線負責人組成
- 資訊安全管理工作組(管理層)：由各業務線代表、資訊安全部作為日常執行機構
- 資訊安全執行工作組(執行層)：由各組織、部門的兼職資訊安全員組成，負責日常資訊安全工作推廣執行



Cloud Service Security Assurance System

As the leading enterprise SaaS (software-as-a-service) application in China, Kingdee Cloud services possess such key attributes as confidentiality, completeness and availability. In order to ensure user data security and business continuity, Kingdee is striving to establish a prevention-oriented Cloud service security assurance system integrating technologies and management with layered defense, including Cloud security governance system and Cloud security technical system. The establishment of this system adopts advanced Internet security technologies with reference to ISO 27001, an international information security management standard, and CSA's Security Guidance for Critical Areas of Focus in Cloud Computing, and complies with national information system security standards at national level.

- Cloud Service Security Assurance System – Systems:



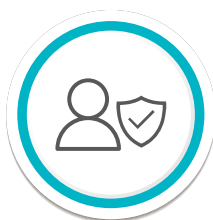
Information Classification and Confidentiality
資訊分級與保密

For the staff
面向全體員工

Information classification and layered protection
信息分級、分級保護

Management Measures for Protection of Information Assets
《資訊資產保護管理辦法》

Management Measures for Source Code Security
《源代碼安全管理辦法》



Employee Safety Behavior
員工安全行為

For the staff
面向全體員工

Requirements for employees' information security behaviors
面向全體員工
員工資訊安全行為要求

Kingdee Information Security Manual for Employees and Cloud Class
(signed by employees)
《金蝶員工資訊安全手冊》
及雲課堂
(員工簽訂)



Safe Development of Products
產品安全開發

For developers only
面向開發人員

Requirements for safe development of products and data protection
產品安全開發、數據保護要求

Kingdee Product Safety Standard
《金蝶產品安全規範》

Requirements for Protection of Production Data
《生產數據安全保護要求》

Web-based Safe Coding Standard and Cloud Class (compulsory)
《Web安全編碼規範》
雲課堂 (必修)



Safe Operation and Maintenance of Products
產品安全操作和維護

For operation and maintenance staff only
面向運維人員

Requirements for standard operation and maintenance of production system
生產系統的運維規範要求

Kingdee Internet Operation and Maintenance Quality Management System
《金蝶互聯網運維質量管理制度》

Kingdee Internet Operation and Maintenance Management Rules
《金蝶互聯網運維管理細則》

IaaS Public Cloud Management Standard
《IaaS公有雲管理規範》

雲服務安全保障體系

金蝶雲服務作為國內領先的企業級SaaS(軟件即服務)業務應用，保密性、完整性、可用性是雲服務的關鍵屬性。為保障用戶資料安全和業務持續性，金蝶正竭力打造一個「技術+管理、預防為主、縱深防禦」的雲服務安全保障體系，包括雲安全治理體系和雲安全技術體系。該體系的建立採用了先進的互聯網安全技術，並參照了ISO 27001國際資訊安全標準、CSA雲計算關鍵領域安全指南，符合國家資訊系統安全等級保護標準。

- 服務安全保障體系－制度層面：

6 ECONOMY 經濟

- Cloud Service Security Assurance System – Technologies:

- 雲服務安全保障體系—技術層面：



Internet Security
網路安全



System Security
系統安全



Data Security
數據安全



Operation and Maintenance Security
運維安全



By preliminary establishment of an information security system with information security organization as the drive, systems as the basis and technologies as the guarantee, we will keep improving our ability to assure information security in such aspects as compliance, user privacy and data, business application, basic structure, disaster recovery and business continuity, organization and employees as well as management standards and procedures, provide customers with assurance of Cloud service security based on governance system and technical system, and offer users safe, reliable and sustainable enterprise Cloud services.

通過初步建立有資訊安全組織推動、有制度依據、有技術保障的資訊安全體系，我們將在合規、用戶隱私及資料、業務應用、基礎架構、危機應變與業務連續性、組織與人員、管理規範流程等方面不斷完善自身的資訊安全保障能力，從治理體系及技術體系的層面為客戶的提供雲服務安全保障，為用戶打造安全、可靠、持續企業雲服務。

6 ECONOMY 經濟

Information Security Certifications

所獲得／通過的資訊安全認證

EAS BOS were certified by ISO27001:2005 in 2011.
2011 EAS·BOS通過 ISO27001:2005認證

Kingdee took part in the preparation of CSA's Cloud Computing Security Technology Requirements in 2016.
2016 CSA雲計算安全技術標準編寫參與單位

Kingdee passed the compliance plan under the Network Security Law of the People's Republic of China in 2016.
2016 國家《網路安全法》合規計畫

SaaS business is certified by ISO27001:2013 in 2014.
2014 SaaS業務通過 ISO27001:2013認證

EAS BOS passed the EAL3+ security certification in 2016.
2016 EAS BOS安全認證 -EAL3+級認證

Kingdee passed the testing for classified protection of information system in 2017.
2017 資訊系統安全等級保護測評

Kingdee's information security certifications 金蝶的資訊安全認證成果

With its SaaS Cloud service certified by ISO/IEC27001:2013, a standard for information security management systems, in 2015, Kingdee has become the first SaaS Cloud service provider certified by ISO27001.

金蝶SaaS雲服務早於二零一五年通過了ISO/IEC27001：2013資訊安全管理體系標準的認證，為國內首家通過ISO 27001安全標準認證的SaaS雲服務商。



Kingdee was granted China Corporate Member by Cloud Security Alliance in 2016 as the only SaaS firm in China, and took part in the preparation of China's Cloud Computing Security Technology Requirements, making a contribution to the entire SaaS Cloud service industry in terms of security.

金蝶於二零一六年內正式加入全球「雲安全聯盟」成為中國企業會員，是中國唯一的SaaS廠商。通過參與中國雲計算安全技術標準編寫，我們為整個SaaS雲服務行業的安全貢獻力量。



6 ECONOMY 經濟

In 2017, Kingdee's Cloud Hub passed the testing for classified protection of information as required by the *Network Security Law of the People's Republic of China* and acquired Level 3 certification.

2017年，應《國家網絡安全法》的要求，金蝶雲之家系統完成了資訊安全等級測評認證，取得三級認證。



[Case] Kingdee's My Cloud takes the lead in passing ISO 27001 certification, establishing a new benchmark for property information security.

[案例]金蝶「我家雲」率先通過ISO 27001認證樹立物業資訊安全新標杆

In 2017, Kingdee's My Cloud was certified by ISO27001, a standard for information security management systems audited by British Standards Institution (BSI), an international audit authority, and became the first property SaaS Cloud service provider certificated by the new version of ISO27001:2013 in China. Being certified by ISO27001, Kingdee's My Cloud not only reflects its big concerns and service commitments to customers' information security, but indicates its capacity for customer data security and service availability.

Kingdee's My Cloud is a new generation of property SaaS Cloud service platform. In compliance with ISO/IEC 27001, we have established an information security management system applying to My Cloud's SaaS Cloud services, reduced the information security risks and eliminated customers' concerns in the use of My Cloud's SaaS Cloud services. Kingdee's My Cloud will continue to put itself under the supervision of BSI and customers, keep improving its information security management system and management level, and provide customers with safe, reliable and sustainable property SaaS Cloud services.

2017年，金蝶「我家雲」通過由國際知名權威審核機構英國標準協會(BSI)審核的ISO 27001資訊安全管理體系標準認證。金蝶「我家雲」成為國內首家獲得ISO 27001：2013新版本認證的物業SaaS雲服務提供商。通過ISO 27001資訊安全認證，不僅體現金蝶「我家雲」對客戶資訊安全的高度重視和服務承諾，同時也表明金蝶「我家雲」在客戶資料保密和服務可用性方面的能力。

金蝶「我家雲」是新一代的物業SaaS雲服務平臺。我們遵循ISO/IEC 27001標準，建立了適用於「我家雲」SaaS雲服務的資訊安全管理體系，降低了資訊安全風險，令客戶在使用「我家雲」SaaS雲服務時無後顧之憂。金蝶「我家雲」將繼續接受BSI和客戶的監督，持續完善資訊安全管理體系，提高資訊安全管理水準，為客戶打造安全、可靠、持續的物業SaaS雲服務。

6 ECONOMY 經濟

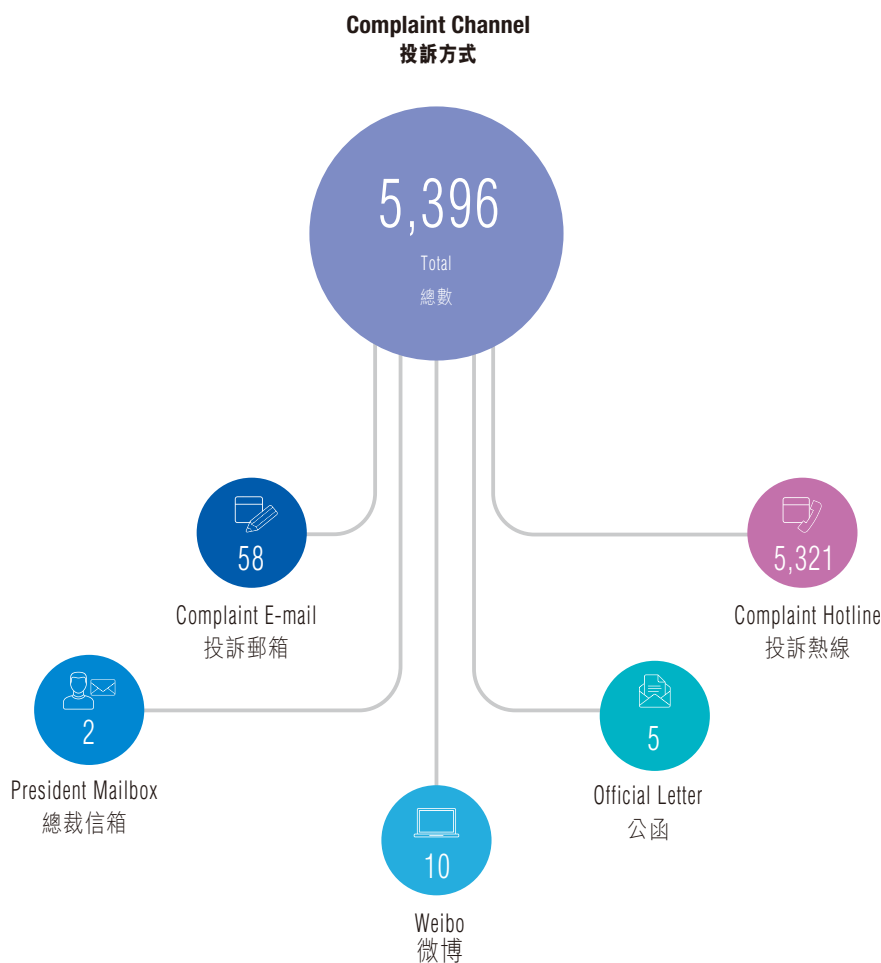
6.2.3 Communication and Complaint Handling

Kingdee attaches great importance to the establishment of user communication channel and complaint handling, which are taken as the important base for understanding of customer needs and operation improvement. We submit the complaint analysis report to the management and various responsible units on a monthly basis, and take the complaints results as reference to further optimize customer experience and service standards.

Kingdee has set up sales hotlines, service hotlines, complaint hotlines, Kingdee Community, online service centers, suggestion boxes and other channels for communication with customers. If customers have opinions on Kingdee's implementation service or software development service, the implementation departments will communicate with customers to tackle relevant problems.

In 2017, Kingdee has dealt with the total traffic of 475,300 through its customer service hotline and 5,396 complaints, where the number of complaints made by complaint hotline, e-mail, official letter, Weibo and President Mailbox are 5,321, 58, 5, 10 and 2 respectively.

Customer Complaints



6.2.3 溝通與投訴處理

金蝶高度重視用戶溝通渠道建設及投訴處理，並將其作為瞭解客戶需要以及改善營運的重要依據。我們每月提交投訴分析報告，通報管理層及各責任單位，並以投訴結果為參考，進一步優化客戶體驗及服務標準。

在客戶溝通方面，金蝶開設了銷售熱線、服務熱線、投訴熱線、金蝶社區、線上服務中心及意見箱等渠道。當客戶對集團的實施服務或軟件開發服務有意見時，實施部門都會與客戶及時跟進，進行溝通，解決相關問題。

2017年，金蝶客服諮詢話務總量為47.53萬，投訴受理共5,396宗。當中經熱線投訴為5,321宗，經郵箱投訴為58宗，經公函為5宗，經微博為10宗，經總裁信箱為2宗。

金蝶客戶投訴概況

Systematic complaint management

With regard to the standardization of customer complaint procedure, Kingdee have established *Kingdee Management Measures for Customer Complaints* to assure the quality of customer service, standardize the Group's customer complaint procedure, and clarify the responsibilities and duties to be assumed by relevant departments and employees from the headquarters and various units and authorities in charge of operation during the handling of customer complaints. So far, the Company has achieved the systematic management of customer complaint management system, while various operation units could check the complaint detail analysis and from various types through KSM CENTER.

In accordance with the impact and seriousness, Kingdee classify complaints into two grades: important complaints and general complaints; based on the contents, the complaints can be classified into six types: product management, sales management, delivery management, service management, business practices and comprehensive issues.

Kingdee have divided the customer complaint handling procedure into five phases: acceptance, handling, closure and follow-up, management improvement and punishment. The complaints made by customers via telephone, e-mail, website or other channels are entered in the KSM CENTER completely and assigned to the person taking first responsibility for complaint handling from relevant responsible unit based on the types of customer and complaint. The person taking first responsibility for complaint handling should designate a handler within two hours upon receipt of a complaint, and the handler should make a response within four hours upon receipt of the complaint. After solving a customer's issue or having the solution approved the customer, the complaint handler will report the final result to the complaint supervisor and enter it in the KSM CENTER. The complaint supervisor will call the customer back based on the final result and confirm whether the customer is satisfied with the result.

投訴管理系統化

在規範客戶投訴流程方面，金蝶制定了《金蝶客戶投訴管理辦法》，以保障客戶服務質素，規範公司客戶投訴流程，明確指出總部和各經營責任單位及機構相關部門和人員在處理客戶投訴時應承擔的責任及義務。公司目前已實現客戶投訴管理系統化管理，各經營單位可通過KSM CENTER(客戶管理系統)即時查看各類型投訴的詳情分析。

根據投訴事件所造成的影響及嚴重性，金蝶將投訴級別分為兩個級別：重要投訴及一般投訴；並按照客戶投訴的內容，將投訴類型分為產品管理、銷售管理、交付管理、服務管理、商業行為、綜合等6個類型。

金蝶將客戶投訴處理流程分為：投訴受理、投訴處理、投訴關閉及跟進、管理改進及處罰措施五個階段。客戶通過電話、郵件、網站等渠道的投訴，均完整記錄在KSM CENTER系統，並按照客戶歸屬、投訴類型分單至相應責任單位的投訴處理第一責任人，投訴處理第一責任人在接到投訴單後應在2小時內指定投訴處理人處理。投訴處理人接到客戶投訴後，需在4小時內作出回應。客戶問題解決或問題解決方案取得客戶認可後，投訴處理人將投訴最終處理結果回復投訴監督人員並記錄在KSM CENTER系統。投訴監督人員根據投訴處理的最終結果對客戶進行跟進，跟進時確認客戶是否對投訴處理結果滿意。

6 ECONOMY 經濟

Customer Service Cloud Platform

In 2017, Kingdee adhered to the Cloud service strategy, quicken the establishment of Cloud customer service projects and built a Cloud platform for customer service. Cloud customer service focuses on the following three objectives:

- To establish a direct service channel for product and mobile clients by instant messaging (IM), and provide customers with intelligent knowledge base and real-time online service;
- To build an one-stop service platform for unified acceptance and handling of all service requests, and try to solve customers' problems once and for all;
- To interact with customers throughout the service, record all the services offered and make them transparent to customers.

After establishment and operation for more than one year, the percentage of online customer service increased month by month, from less than 1% at the beginning of 2017 to 24% as of December, 2017. For some products, it has reached 50%. Kingdee will continue to focus on the connection with Kingdee Cloud's users and strive for smarter and more efficient Cloud customer service as well as constant improvement in user experience.

6.3 MULTI-WIN COOPERATION

In addition to its own steady development, Kingdee have maintained in-depth communication and cooperation with local governments, partners, peers, colleges and institutions, including supporting the construction of information-based governments, taking an active part in industry communication and exploring the opportunity for industry innovation. For such partners as suppliers and distributors, Kingdee proposed to create a corporate community of common fate, achieved "extensive consultation, joint contribution and shared benefits", and assisted partners in Cloud transformation and worked with partners to "move towards the greatness".

客戶服務雲平臺

2017年，金蝶繼續推進雲服務戰略，加快了雲客服項目建設，建立了客戶服務的雲平臺。雲客服圍繞三大目標建設：

- 借助線上支援技術(IM)，建立產品端、移動端的服務直連通道，向客戶提供智慧知識庫服務和在線即時服務；
- 建立一站式服務處理平臺，統一受理和處理所有服務請求，盡力做到客戶問題一次性解決；
- 整個服務過程與客戶保持互動，所有服務留下記錄並對客戶保持透明。

經過一年多的建設和營運，目前在線客服量佔比逐月提升，從2017年初的不足1%，到2017年12月已達到24%，個別產品線已經達到50%。金蝶將繼續聚焦金蝶雲用戶連接，致力打造更智慧更高效的雲客服，不斷提升用戶體驗。

6.3 多方共贏

除了自身穩健發展，金蝶也不斷與地方政府、合作夥伴、行業同仁、教學機構等進行深入的交流和合作，包括助力政府資訊化建設、積極參與行業交流、探索行業創新機遇等。而對於供應商、經銷商等合作夥伴，金蝶則提出打造企業命運共同體，實現「共商共建共賞」，助力夥伴進行雲轉型，與夥伴一起「走向偉大」。

6 ECONOMY 經濟

6.3.1 Support the Informationization of Government Affairs

As a part of the national infrastructure software industry, Kingdee Tianyan, a subsidiary of Kingdee, has provided several government departments and relevant authorities such as the extranet of NPC government affairs, Supreme People's Court, national solid waste system of the Ministry of Environmental Protection and central regulatory information platform of China Securities Regulatory Commission with independently-developed and reliable software infrastructure and service. In recent years, under the general circumstance governed by endless new concepts such as "Smart City", "Government Big Data" and "Government Cloud Service", Kingdee Tianyan made an active response to the national policies on big data, "Internet+" and "information-based government" and took part in the construction of information-based government and smart city.

As of December 31, 2017, Kingdee Tianyan has completed the construction of such government data integration projects as Information Sharing and Exchange Platform of the Organization Department of the CPC Central Committee, Government-Enterprise Service Platform of Suzhou Industrial Park, Government Information and Data Exchange Platform of Shenyang and Hunan Provincial Extranet, assisted in the innovation of government services, optimization of business procedure and improvement in service quality, which benefited enterprises and the people, provided digital infrastructure through the Ministry of Agriculture, helped with the sharing of and access to department data and resources, promoted development and implementation of big data in agriculture, established a judicial Cloud service model with "Internet+ public legal services" based on the mobile law-governed map, and offered quality, convenient, affordable and impartial public legal services to make business adapt to demands.

In the future, Kingdee Tianyan will continue to help with the innovation and digitalized transformation of government affairs and better implement the national strategies regarding information, big data and "Internet+" through a series of information-based government construction projects.

6.3.2 Create Value together with the Industry

In 2017, Kingdee promoted industry exchange actively, enhanced strategic cooperation with the external, explored such hot issues of the industry as Cloud service and digitalized transformation, brought more opportunities for the industry by breaking trade barriers, created value with the industry and contributed to the sustainable development of the industry in many ways.

Promote industry cooperation and communication

In 2017, Kingdee took an active part in all kinds of industry forums at home and abroad with an innovative, responsible and positive corporate image. By striving for a multilateral communication platform, Kingdee kept abreast of the industry trends and realized information sharing.

6.3.1 助力政務信息化

作為民族基礎軟件產業的一份子，金蝶旗下金蝶天燕已為全國人大政務外網、最高人民法院、環保部全國固廢系統、證監會中央監管資訊平臺等多個政府部門及相關機構提供自主可靠的軟件基礎設施與服務。而近年來，在「智慧城市」、「政務大資料」、「政務雲服務」等新概念層出不窮的大環境下，金蝶天燕亦積極回應國家大資料、「互聯網+」、「政務資訊化」政策，參與到政府資訊化建設和智慧城市建設的事業中。

截至2017年12月31日，金蝶天燕已完成中央組織部資訊共享與交換平臺、蘇州工業園區政企空間服務平臺、瀋陽市政務資訊數據交換平臺、湖南省外網等政務資料融合項目的建設，幫助政務業務創新，優化業務流程以及提升服務品質，利企利民；通過農業部提供數字化基礎設施，協助完成部門數據資源共享與開放，推進農業大資料發展與落地；通過移動法治地圖，樹立「互聯網+公共法律服務」的司法雲服務模式，提供優質便捷、普惠均等的公共法律服務，讓業務隨需應變。

未來，金蝶天燕將通過一系列的政府資訊化建設項目，繼續助力政務創新及數字化轉型，更好地實行國家資訊安全、大資料及「互聯網+」的戰略。

6.3.2 與行業共創價值

2017年，金蝶積極促進行業交流、加強對外戰略合作，探索雲服務、數字化轉型等行業熱點，突破行業限制，為行業創造更多可能，與行業共創價值，多方面為行業的可持續發展添磚加瓦。

促進行業合作交流

2017年，金蝶積極參與國內外行業交流，以創新、負責、積極的企業形象活躍於各類行業論壇中。通過努力搭建各方溝通聯絡的交流平臺，持續關注行業趨勢，實現資訊共享。

[Case] Redefinition of ERP: Kingdee attends the Summit Forum of Enterprise Digitalized Transformation with Cloud ERP. **[案例]重新定義ERP，金蝶雲ERP企業數字化轉型高峰論壇**

On March 22, 2017, the “Summit Forum of Enterprise Digitalized Transformation with Cloud ERP” was held in Canton Tower, with a number of industry experts such as Rong Yongkang, Vice President of Amazon Global, Sun Yanfei, President of Kingdee China and Zhang Hong, General Manager of EHANG attending, and attracted hundreds of entrepreneurs.

During the forum, Sun Yanfei proposed the “redefinition of ERP”. He believed that with the deepening of our supply-side reform and the arrival of IoT era and digital economy era, ERP is ready for upgrading. As a pioneer and leader in the sector of enterprise Cloud service, Kingdee Cloud ERP will enrich and perfect its Cloud enterprise services and provide enterprises with better information-based services.

2017年3月22日，「雲ERP企業數字化轉型高峰論壇」在廣州塔舉辦，亞馬遜全球副總裁容永康、金蝶中國總裁孫雁飛、億航無人機技術總經理張宏等多位元行業專家出席論壇，活動吸引上千名企業家參與。

論壇期間，孫雁飛提出「重新定義ERP」的理念，他認為：「隨著我國供給側改革不斷深入，物聯網時代和數字經濟時代的到來，ERP已迎來升級的時機與轉捩點。金蝶雲ERP作為企業雲服務領域的先行者和領軍者，將會充分完善雲端企業服務，為更多企業提供更優質的資訊化服務。」

[Case] Xu Shaochun, the Chairman of Kingdee, concludes that Cloud service betters the society in the IT Leadership Summit. **[案例]金蝶亮相IT領袖峰會徐少春：雲服務將讓社會更美好**



On April 2, 2017, Xu Shaochun, Founder of Kingdee Group, Zhang Chen, CTO of JD Group, Zhang Wenlin, President of Huawei Strategic Department, Huo Jinjie, President of IDC China and other business giants attended the forum with the theme of “Enterprise Cloud Computing and Digitalized Transformation” under the China (Shenzhen) IT Leadership Summit, to discuss the way of Chinese enterprises to realize digitalized transformation under the trend of Cloud service.

As an annual “bellwether” feast of the IT industry, China (Shenzhen) IT Leadership Summit has been held for nine times. Deng Zhonghan, Executive Director of Digital China, Liu Zihong, Chairman of Royole, Wang Guobin, General Manager of tubatu.com and Chen Xiangyu, Founder of iDreamSky, have attended the forum, too.

2017年4月2日，在中國（深圳）IT領袖峰會「企業雲計算與數字化轉型」主題論壇上，金蝶集團創始人徐少春、京東集團CTO張晨、華為戰略部總裁張文林、IDC中國區總裁霍錦潔等多位企業界大人物，共同探討雲服務趨勢下，中國企業如何實現數字化轉型。

中國（深圳）IT領袖峰會是IT產業一年一度「風向標」式的盛會，迄今已舉辦了九屆。數字中國常務理事鄧中翰、柔宇科技董事長劉自鴻、士巴兔總經理王國彬、創夢天地創始人陳湘宇亦有出席該「企業雲計算與數字化轉型」論壇。

**[Case] Kingdee gives support to Made in China 2025:
“Cloud-based Service – Introduction to Intelligent Manufacturing of CCRC Zhuzhou Locomotive” Forum**
[案例]金蝶助力中國製造2025：「騰雲駕務：走進中車株機論道智能製造」論壇

On March 25, 2017, the “Cloud-based Service – Introduction to Intelligent Manufacturing of CCRC Zhuzhou Locomotive” Forum organized by Kingdee was rounded off in Zhuzhou, Hunan. More than 70 senior executives of the manufacturing industry across the country gathered together to discuss the management transformation of CCRC Zhuzhou Locomotive and have an all-round and multi-angle understanding of the management and operation models adopted by China's leading equipment manufacturer.

The forum takes the reform of the “Internet+” era, the change in operation and management models from Consumer Internet to the later period of Industry Internet, as the background for discussion. Last year, the Internet+ strategy was upgraded to national level, boosting the mutual integration of traditional enterprises and existing Internet enterprises as well as introducing the change in emerging business and management models to traditional enterprises.

Upon the arrival of “Industry 4.0”, Kingdee will accelerate the integration of physical and virtual worlds, assisted Chinese manufacturing enterprises in transformation, boosted the transformation and upgrading of Chinese manufacturing industry, and initiated Made in China 2025.

2017年3月25日，由金蝶籌畫的「騰雲駕務：走進中車株機論道智能製造」論壇在湖南株洲圓滿落幕。來自全國各地70多家製造業內高管齊聚一堂，探索中車株機電力機車（中車株機）管理轉型的臺前幕後，全方位多角度感受中國裝備製造領域領先者的管理與營運模式。

論壇討論的背景立足於「互聯網+」時代變革，即從消費互聯網到產業互聯網之後，企業的營運模式和管理模式發生的變化。去年，尤其是「互聯網+」的戰略升格為國家戰略，傳統企業與原來的互聯網企業互相融合，「互聯網+」給傳統企業帶來新的商業與管控模式變化。

在「工業4.0」到來之際，金蝶將加速推進實體與虛擬的融合，助力中國製造企業轉型成功，推進中國製造業的轉型與升級，開啟中國製造2025的序幕。

**[Case] Together with China Center for Information Industry Development,
Kingdee initiates the Cloud Service Alliance of China.**
[案例]金蝶攜手中國電子資訊產業發展研究院共推中國雲服務聯盟

On June 29, 2017, the China Cloud Service Development Forum and the Inaugural Meeting of China Cloud Service Alliance hosted by China Center for Information Industry Development and China Cloud Service Alliance was held in Beijing. As the sub-forum of the 21st Software Product Expo, it has attracted about 200 government leaders and industry experts. Together with China Center for Information Industry Development, Kingdee witnessed the establishment of China Cloud Service Alliance (hereinafter referred to as “the Alliance”), where China Center for Information Industry Development serves as President Unit and ten enterprises including Kingdee, Alibaba Cloud, Tencent, JD Cloud serve as the Vice President Units.

The Cloud service concept advocated by Kingdee is quite consistent with that of the Alliance. In the future, the Alliance will take serving the industry as well as promoting innovation, application and business development as its purposes, integrate such industry resources as technologies, funds and talents, explore the way to develop industrialized Cloud services with enterprises as the subject and funds as the engine by integrating various resources completely, and lead the Chinese brand of Cloud service in going global.

2017年6月29日，由中國電子資訊產業發展研究院、中國雲服務聯盟主辦的2017中國雲服務發展論壇暨中國雲服務聯盟成立大會在北京召開。作為第二十一屆軟博會分論壇，約200位政府領導、行業專家共聚一堂。金蝶與中國電子資訊產業發展研究院攜手見證了中國雲服務聯盟（以下簡稱「聯盟」）的成立。中國電子資訊產業發展研究院為聯盟理事長單位，金蝶、阿裡雲、騰訊、京東雲等10家企業為聯盟的副理事長單位。

金蝶所宣導的雲服務的理念與聯盟高度一致。未來，聯盟將以服務行業、推動創新、推廣應用、推進企業發展為宗旨，整合技術、資金、人才等產業資源，探索形成以企業為主體、資本為引擎、各方資源充分結合的雲服務產業化發展道路，引領中國雲服務品牌走向世界。

Help with the preparation of industrial standards

Kingdee had the honor to take part in the preparation of industry standards for Cloud computing security and domestic middleware, making a contribution to the industry's sustainable development.

Kingdee was granted China Corporate Member by Cloud Security Alliance in 2016, and took part in the preparation of China's Cloud Computing Security Technology Requirements, making a contribution to the entire SaaS Cloud service industry in terms of security. Kingdee Tianyan, a subsidiary of Kingdee, takes promoting the innovation and development of China's infrastructure software industry as its responsibility and serves the national information security strategy. In terms of advancing the industry, Kingdee Tianyan took an active part in the preparation of standards for domestic middleware, study on core technologies, transition of core technologies to products and industrialization of core technologies. It has participated in the formulation of the following industry technical standards:

協助制定行業標準

在雲計算安全及國產中間件方面，金蝶都曾有幸參與制定行業標準，為行業的可持續發展貢獻一己之力。

金蝶於2016年內正式加入全球「雲安全聯盟」成為中國企業會員，積極參與制定中國雲計算安全標準，為整個SaaS雲服務行業的安全貢獻力量。而金蝶旗下金蝶天燕則以推動中國基礎軟件產業的創新與發展為己任，服務於國家資訊安全戰略。在推動行業進步方面，金蝶天燕亦積極參與國產中間件標準體系制定、核心技術研究及產品化、產業化，曾參與制定的主要行業技術標準如下：

S/N 序號	Standard Code 標準編號	Standard Name 標準名稱	Published by 發佈單位
1	GB/T 31915-2015	Information Technology – Elastic Computing Application Interface 資訊技術彈性計算應用介面	General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and Standardization Administration of the People's Republic of China 國家品質監督檢驗檢疫總局、國家標準化管理委員會
2	GB/T 29263-2012	Information Technology – General Technical Requirement of SOA-based Application 資訊技術面向服務的體系結構(SOA)應用的總體技術要求	General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and Standardization Administration of the People's Republic of China 國家品質監督檢驗檢疫總局、國家標準化管理委員會
3	GB/T 29262-2012	Information Technology – Service-Oriented Architecture (SOA) Terminology 資訊技術面向服務的體系結構(SOA)術語	General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and Standardization Administration of the People's Republic of China 國家品質監督檢驗檢疫總局、國家標準化管理委員會
4	GB/T 28168-2011	Information Technology – Specification for Message-oriented Middleware 資訊技術中間件消息中間件技術規範	General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and Standardization Administration of the People's Republic of China 國家品質監督檢驗檢疫總局、國家標準化管理委員會
5	GB/T 26327-2010	Implementation Guide for Enterprise Informationization System Integration 企業資訊化系統集成實施指南	General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and Standardization Administration of the People's Republic of China 國家品質監督檢驗檢疫總局、國家標準化管理委員會

Grasp the opportunity for strategic cooperation

In 2017, Kingdee has established strategic partnership with many partners, grasped the opportunity for strategic cooperation, and made solid progress in technical communication of the industry, innovation of business models and support to industry transformation. This year, Kingdee continued to have in-depth cooperation with AWS in technologies, talents and international market, worked with Advantech to plan the intelligent manufacturing-based IoT, and took the lead in making exemplary progress of the "Internet + Finance" model with WeBank.

把握戰略合作機遇

2017年度，金蝶與多個合作方建立戰略合作夥伴關係，把握戰略合作機遇，在行業技術交流、業務模式創新、助力產業轉型方面邁出了堅實的步伐。本年度金蝶繼續與亞馬遜AWS進行技術、人才、國際市場的深度合作；攜手研華科技深度合作，積極佈局智慧製造物聯網；同時，與微眾銀行雙雙帶頭，在「互聯網+金融」的模式上邁出了具有示範性意義的一步。

[Case] The Second Anniversary Meeting of Strategic Cooperation between Kingdee and AWS China is rounded off.

[案例]金蝶亞馬遜AWS中國戰略合作兩周年會議圓滿落幕

On April 18, 2017, the Second Anniversary Meeting of Strategic Cooperation between Kingdee and Amazon Connect Technology Services (Beijing) Co., Ltd. ("AWS China") was held in Shenzhen. Many industry elites, including Sun Yanfei, President of Kingdee China, Zhang Haijun, General Manager of Kingdee China Cloud ERP Business Division and Rong Yongkang, Vice President of Amazon Global, have attended the meeting.

At the meeting, Kingdee and AWS China reviewed their cooperation in the past two years and expressed their desire for in-depth cooperation in such aspects as technologies, talents and international market in the future.

2017年4月18日，金蝶×亞馬遜技術服務(北京)有限公司(「亞馬遜AWS中國」)戰略合作兩周年會議於深圳進行。金蝶中國總裁孫雁飛、金蝶中國雲ERP事業部總經理張海軍、亞馬遜全球副總裁容永康等多位業界精英出席了此次會議。

此次會議上，金蝶和亞馬遜AWS中國對過去兩年間的合作情況進行了回顧，並表示雙方將持續在技術、人才、國際市場等領域進行深度合作。

[Case] Kingdee and WeBank reach a strategic cooperation.

[案例]金蝶與微眾銀行簽署戰略合作

On March 16, 2017, Kingdee Software (China) Co., Ltd. and Shenzhen Qianhai WeBank have concluded a strategic cooperation agreement for mutual exploration of such innovative services as consolidated payment, corporate member and wallet system.

Relying on the complementary advantages of technologies and recourses, the superiority of WeBank in payment and data finance, and Kingdee's rich experience in Cloud service and big data, Kingdee and WeBank provide general corporate users with an one-stop and on-demand enterprise management Cloud service system. By win-win cooperation, Kingdee and WeBank have facilitated the construction of a national big data center for enterprises and a strong ecosystem for enterprise Internet, taking the lead in making exemplary progress of the "Internet + Finance" model.

2017年3月16日，金蝶軟件(中國)有限公司與深圳前海微眾銀行正式簽署戰略合作協定，共同攜手積極探索在聚合支付、企業會員、錢包體系等方面創新服務。

本次合作將依托雙方在技術及資源上的優勢互補，以微眾在支付、數據金融等方面的技術優勢，以及金蝶在雲服務及大資料方面沉澱的經驗，共同向廣大企業用戶提供一站式、按需要租賃的企業管理雲服務體驗。金蝶和微眾的兩強聯手，有助於加快建設國家企業大資料中心和強大的企業互聯網生態系統，在「互聯網+金融」的模式上邁出具有示範性意義的一步。

[Case] Relying on the in-depth cooperation with Advantech, Kingdee plans the intelligent manufacturing-based IoT actively.
[案例]金蝶攜手研華深度合作，積極佈局智能製造IoT



On April, 13, 2017, Kingdee Group and Advantech have concluded a strategic cooperation agreement in Shenzhen for provision of “intelligent manufacturing” and “smart factory” solutions under the framework of “Industry 4.0” with “software + hardware” and “ERP + IoT”, aiming to help with the transformation of China’s traditional manufacturing industry, upgrading and improvement of enterprises from “manufacturing” to “intelligent manufacturing” and Made in China 2025.

In the future, combining with the pilot and demonstration projects for integrated development of manufacturing and Internet organized and implemented by the Ministry of Industry and Information Technology, Kingdee and Advantech will enhance new momentum for the manufacturing industry’s transformation and upgrading with a focus on industry Cloud, industry big data, industry e-commerce, cyber physical systems and the like. Kingdee possesses complete technical superiority in information-based management, industrial big data and industry Cloud, while Advantech has leading advantages in industrial automation, connection of smart factories’ equipment to network, SCADA (supervisory control and data acquisition) and other aspects regarding the intelligent system of the industrial IoT. Through win-win, in-depth and complete strategic cooperation, these two companies may provide leading solutions for in-depth integration of manufacturing and Internet and assist the manufacturing of China in accelerating its transformation and upgrading.

2017年4月13日，金蝶集團與研華科技在深圳正式簽訂戰略合作協定，以「軟件+硬體」、「ERP+物聯網(IoT)」為概念提供「工業4.0」框架下的「智慧生產」與「智慧工廠」方案，旨在幫助中國傳統製造業在「奔跑中切換跑道」，實現企業從「製造」向「智造」的升級改進，助力「中國製造2025」。

未來，結合工信部組織開展的製造業與互聯網融合發展試點示範工作，金蝶與研華將聚焦在工業雲、工業大資料、工業電子商務、資訊物理系統等方向，增強製造業轉型升級新動能。金蝶具有完整的管理資訊化、工業大資料與工業雲方面的技術優勢，而研華擁有工業自動化、智能工廠設備聯網、SCADA(監控與數據採集)等工業物聯網智慧系統方面的領先優勢，兩家公司強強聯手，深化全面戰略合作，可以提供領先的「製造業+互聯網」深度融合方案，支撐中國製造業的加快轉型升級步伐。

6 ECONOMY 經濟

6.3.3 Win-win with Partners

Kingdee's sustainable development is inseparable from the support of its value chain partners. Kingdee looks forward to long-term and stable partnership with partners and suppliers so as to implement and improve corrective actions, promote partners' upgrading and ultimately achieve win-win cooperation and brilliance by establishing a standard management mechanism.

Vendor Management

Regarding suppliers as key business partners, Kingdee wishes to establish a long-term stable supply chain through mutual cooperation. Kingdee has formulated an array of internal procedures on tendering, purchases and vendor management in order to manage the supply chain. All suppliers of Kingdee are required to comply with relevant ordinances.

Kingdee has formulated *Rules on Tendering Management of the Group* to standardize the Company's tendering management, promote fair competition and protect its rights and interests. Engagements of the Purchase Department, Demand Department, Audit Department and Legal Department are necessary for the Group's tendering. In the official cooperation with suppliers, the Purchase Department of the Group will evaluate suppliers. For the purpose of monitoring the compliance of suppliers, the scope and frequency of audit takes into account relevant management system of the Purchase Department. As such, the Audit Department might arrange second party audit on suppliers or engage independent parties to conduct third-party audit on the same according to the audit work plan.

In addition, the *Rules on Vendor Management of the Group* aims to reduce the total cost of merchandise (including service) procurement, assure the quality of merchandises, lower the risk of supply and achieve centralized vendor management. Accordingly, we require all suppliers to sign the "anti-bribery agreement" and "non-disclosure agreement", which safeguard the long-term close cooperation and lawful interests between the parties.

6.3.3 與合作夥伴共贏

金蝶的可持續發展離不開價值鏈夥伴的支持。金蝶期待與夥伴、供應商建立長期、穩定的合作關係，並通過制定規範的管理機制，落實提升改善措施，推動合作夥伴提升，以最終實現攜手共贏、共創輝煌。

供應商管理

金蝶將供應商視為重要的業務夥伴，希望透過彼此合作，建立長期穩定的供應鏈。金蝶制定了一系列招標、採購及供應商管理的內部程式，對供應鏈進行管理。金蝶的所有供應商均需遵守相關條例。

公司制定有《集團招標管理細則》，旨在規範公司招標管理，促進公平競爭，保護公司的權益。集團招標工作需要採購部、需求部門、審計部以及法律部的參與。在正式與供應商合作時，集團採購部會對供應商進行評估。在監管供應商的合規性時，審計的範圍及頻率會參考採購部相關管理制度，由審計部根據工作計畫而安排對供應商進行第二方審計或委托獨立方進行第三方審計。

另外，《集團供應商管理細則》則旨在降低商品（含服務）採購的總體成本，保證商品品質，降低供應風險，實現集團供應商集中管理。我們要求所有供應商都簽署《反賄賂協定》及《保密協定》，為雙方長期的密切合作及合法利益提供保障。

6 ECONOMY 經濟

The Number of Kingdee's Suppliers by Region
金蝶供應商*地區分佈概況



* The statistics of suppliers are subject to the ones providing Kingdee with services and products necessary for its production and operation only, and such addresses are subject to their registered office registered corporation location.

* 供應商的統計範圍只包括為金蝶提供生產、經營所必要服務、產品的供應商，其地址以其註冊地為準。

Partner Management

Kingdee ranked the first among small and micro enterprises in terms of market share for twelve consecutive years and made outstanding achievements in the Cloud service market. All of these achievements are inseparable from the support of its distributor partners. As at 31 December, 2017, Kingdee had 50 branches mainly engaging in marketing and service and had approximately over 2,000 cooperation partners providing consultation, technical support, implementation services and distribution.

Kingdee and its subsidiaries have formulated several rules and regulations to standardize its distributor management and advance the support of distributors, including *Ruling and Handling Procedures for Conflicts among Kingdee's Chinese Partners*, *Management Measures for Assets of Kingdee KIS Customers*, *Management System for Business Opportunities of Kingdee KIS*, and *Franchise and Management Measures for Product Marketing Partners of Kingdee KIS 2017*. With reference to different business types, the partners (which signed the Kingdee Distribution Partner Agreements with Kingdee and thus were officially authorized to carry on operations) can be classified as product marketing partners and value-added service providers. We provide partners with support in terms of management, training, marketing and services with an aim to seek for mutual development and win-win cooperation of Kingdee and its partners.

夥伴管理

金蝶連續12年在中小企業市場佔有率獲得第一，在雲服務市場更取得突出成就，這全賴夥伴的支持。截至2017年12月31日，金蝶共有50家以營銷與服務為主的分支機構和約2,000多家諮詢、技術、實施服務、分銷等合作夥伴。

金蝶集團及旗下公司制定了多項制度以規範夥伴管理，促進夥伴支援，包括《金蝶中國夥伴間衝突事宜裁決及處理流程》、《金蝶KIS客戶資產管理辦法》、《金蝶KIS商機管理制度》、《2017年金蝶KIS產品營銷夥伴加盟與管理辦法》等。根據業務類型不同，與金蝶簽訂《金蝶渠道合作夥伴協議》並被正式授權經營的夥伴共分為產品營銷夥伴和增值服務夥伴。我們會向夥伴提供管理、培訓、市場及服務等方面的支援，實現金蝶和夥伴的共同發展，合作雙贏。

6 ECONOMY 經濟

In 2017, Kingdee continued to organize four training sessions under the Business School for EAS Partners in East China, North China, South China and Midwest China with 150 partners involved, to improve its partners' operating capacity.

2017年，金蝶繼續舉辦EAS夥伴商學院，提升夥伴經營能力。本年度，金蝶在華東、北方、華南、中西部分別舉辦了4場活動，覆蓋150家夥伴。



As Cloud service is developed into a general trend, Kingdee will assist its partners in accelerating their Cloud transformation. With Kingdee Cloud, Kingdee's partners will achieve bigger value and turnover. Furthermore, Kingdee will create a community for Kingdee and its partners, offer continuous support and training to its partners' talent building, enhance partners' distribution management, grow together with its partners and facilitate the construction of a corporate community of common fate.

隨著雲服務轉型成為大勢所趨，金蝶亦將逐步幫助夥伴加快雲轉型，通過金蝶雲，夥伴將可創建更大價值和業務量。金蝶將進一步打造「金蝶－夥伴共同體」，持續支持與培養夥伴人才建設、加強夥伴分銷管理，與夥伴一起成長，助力企業命運共同體的建設。

[Case] Kingdee Channel Partner Conference 2017

[案例]金蝶2017渠道合作夥伴大會

On February 20 and 21, 2017, Kingdee Channel Partner Conference 2017 (hereinafter referred to as "the Conference") was held in Ningbo, Zhejiang, with more than 400 partners attending.

2017年2月20至21日，金蝶集團2017渠道合作夥伴大會(以下簡稱「大會」)在浙江寧波召開，超過400家夥伴參加了本次大會。

In order to achieve mutual transformation with partners and promote the Cloud service market, Kingdee further proposed that it would accelerate the formation of the closed loop in O2O business model and realized complementary advantages with its partners by making an unremitting effort to optimize Cloud products, enhance the brand influence, support and develop key partners of Cloud products, focus on partners' talent building and promote Cloud-based distribution management.

為與夥伴共同轉型、共推雲服務市場，金蝶進一步提出：將通過持續優化雲產品、持續強化品牌影響力、持續支持和培養雲產品的核心夥伴、持續關注夥伴人才建設、持續推進分銷管理雲端化等方式，金蝶將加快業務模式O2O閉環的打造，與夥伴實現優勢互補。

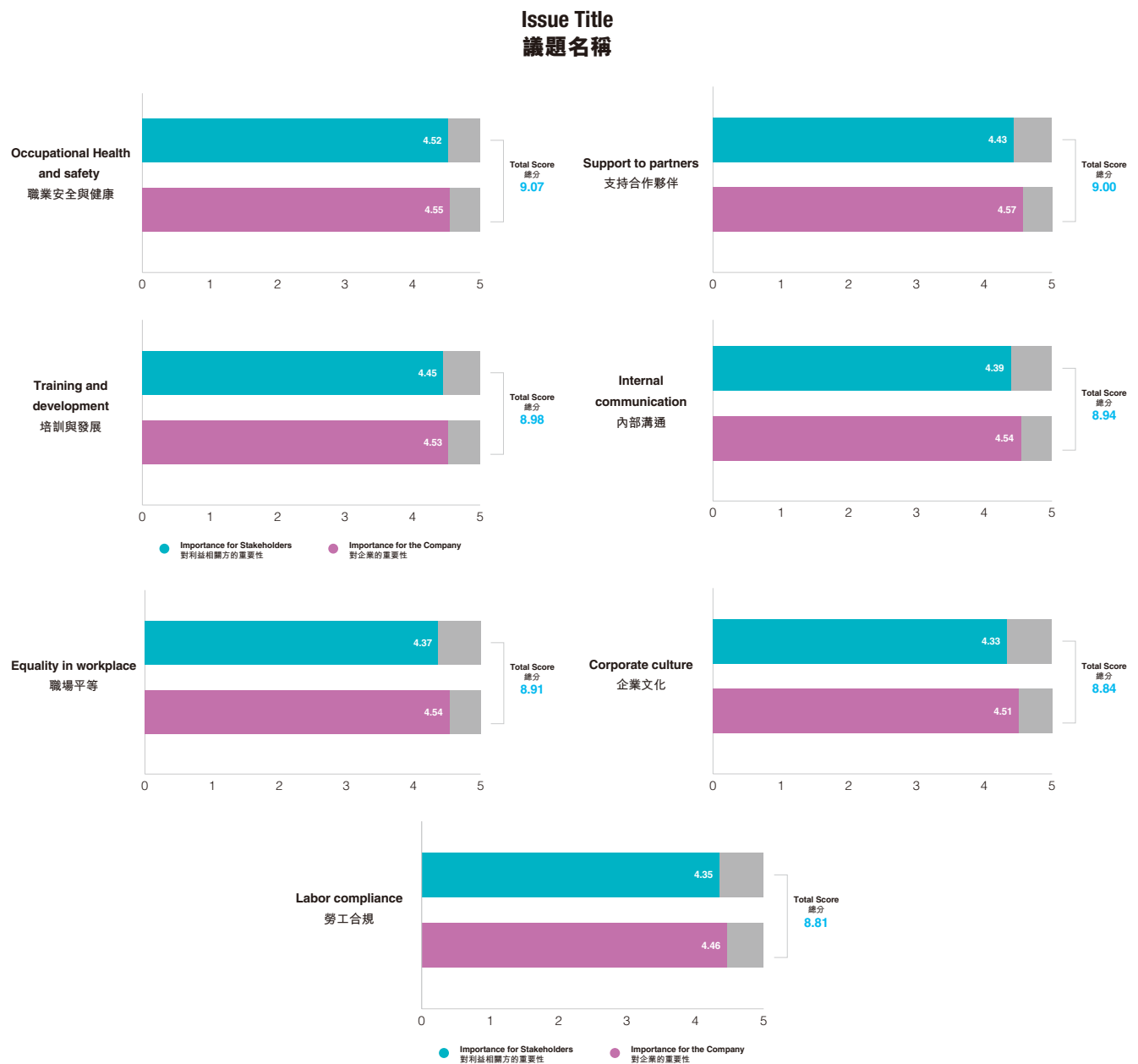
7 TALENTS 人才

As a knowledge-driven enterprise, Kingdee has always taken its excellent talent team as an important driving force for its achievements today and sustainable development in the future. Continuously reviewing and improving our talent strategies from recruitment, training, community and development to corporate culture and employee care, we have provided employees with a safe, comfortable, innovative and promising career platform.

作為一家知識驅動型的企業，優秀的人才隊伍就是金蝶能夠取得今日的成績及在未來持續發展的重要推動力。我們持續檢討和提升自身的人才策略，從招聘、培訓、溝通、發展、企業文化、員工關懷等多個範疇不斷完善，為員工提供一個安全、舒適、創新、富有發展前景的職業平臺。

Issues involved and their materiality in this chapter:

本章節涉及議題及其重要性：



7 TALENTS 人才

7.1 BASIC TALENT POLICY

Compliant and responsible talent management are the bottom line of Kingdee's overall talent strategy. In strict compliance with *the Labor Law of the People's Republic of China* and other employment related laws and regulations, Kingdee has further introduced talent management policies in light of the state's talent programs, talent features of information technology industry and its own development. Establishing an overall talent strategy and management system, we are committed to building a passionate, avant-garde and caring talent team believing in Kingdee's core values.

7.1.1 Recruitment

Selecting and recruiting proper talents is an important guarantee for our future corporate development, and allowing new employees to quickly fit into and growing with Kingdee is our responsibility to talents. With standardized talent recruitment management, we are strict with talent recruitment under the talent strategy of Activation, Introduction and Development. High-caliber talents have been continuously introduced to help with our rapid transformation of digitalization and business model, and roll out the development strategy of new model and new Kingdee.

Kingdee's recruitment idea of introducing first-rate talents and talent selection not based on uniform standards reflect our yearning for talents and attitude of talent utilization.

- Kingdee has formulated the *Talent Recruitment Management System* (《人才招聘管理制度》) which emphasizes the compliance of each recruitment segment, specifies selection standard and qualification description of each position.
- Interviewer selection requirements are also set forth in the *Talent Recruitment Management System* (《人才招聘管理制度》). Different interview methods are to be developed based on different levels of talents. Interviewer selection criteria should vary to ensure applicability and fairness.
- The *Kingdee Qualification Model* (《金蝶任職標準模型》) has been formulated based on talent requirements. Requirements on employee duty performance and achievements, knowledge, quality and skills are specified, which have formed the foundation for our recruitment and subsequent employee training.
- Fair and just talent selection regardless of gender, race, age, religious belief is emphasized in the *Talent Recruitment Management System* (《人才招聘管理制度》) and the *Kingdee Qualification Model* (《金蝶任職標準模型》) to prevent unfair treatment of applicants and employees.

7.1 人才基本方針

合規、負責任的人才管理是金蝶整體人才戰略的底線，在嚴格遵守《中華人民共和國勞動法》等僱傭相關的法律法規基礎上，結合國家的相關人才計劃、資訊科技行業的人才特點，及金蝶自身的發展情況，我們制定了一系列的人才管理政策，組成了金蝶整體的人才戰略和管理體系，致力組建一支認同金蝶核心價值觀，並具備金蝶人才特質：熱情、前衛、友愛的人才隊伍。

7.1.1 招聘

選取和招攬合適的人才才是對公司未來發展的重要保證，讓新入職員工能夠迅速適應公司並快速成長，是我們對人才的責任。金蝶實行規範化的人才招聘管理，嚴守人才招聘的質素，貫徹「激活、引進、發展」的人才戰略，持續佈局，引進優秀人才，助力公司快速完成數字化轉型、商業模式轉型，實現新模式、新金蝶的發展戰略。

金蝶的招聘理念：「引進一流人才」、「不拘一格降人才」表明了金蝶對人才的渴求以及為才是用的態度。

- 金蝶制定了覆蓋整個集團的《人才招聘管理制度》，制度裏強調各個招聘環節的合規性，並制定篩選標準，對每個職位有相應的任職資格描述。
- 《人才招聘管理制度》規定了對面試官的篩選要求，根據不同級別人才制定不同的面試方式，面試官選拔的標準也相應不同，確保面試官的適用性和公平性。
- 金蝶根據自身對人才的要求，制定了《金蝶任職標準模型》，其中對員工的工作行為與成果、知識、素質及技能做出了明確的要求，這也構成了我們招聘和對員工後續培訓的基礎。
- 在《人才招聘管理制度》和《金蝶任職標準模型》中，金蝶有明確的規範保證人才選拔過程中的公平公正，不會因為性別、種族、年齡、宗教信仰等原因對應徵者和員工有不公平的對待。

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For new employees to fit into the team and grow as soon as possible, Kingdee will assign a mentor for each new employee. The immediate supervisor and mentor of the new employee will work out key points in probation as per Kingdee's talent criteria and *Kingdee Position Description* (《金蝶職位職責說明書》) to help the new employee adapt to the new working environment. Induction training will be provided for new employees within one month of employment. The development history, corporate culture, corporate mission and goal will be introduced during the induction training, hoping to allow new recruits to integrate into the talent team.

7.1.2 Labor Dispatch

Labor dispatch is a form of employment in which the employer designates a third party labor dispatch service agency to enter into a labor contract with the labor and dispatch the labor to the employer. It's commonly seen in the Chinese information technology industry. In its designation of third party agency and use of employees under labor dispatch, Kingdee has strictly complied with the Article 66 of the *Labor Contract Law of the People's Republic of China* which stipulates that "Labor utilization under labor contract is the fundamental form of labor utilization adopted by Chinese enterprises. Labor utilization under labor dispatch is a supplementary form to be used in temporary, subsidiary or alternative positions." We have further introduced the *Kingdee Group Labor Dispatch Management Practices* (《金蝶集團勞務派遣管理規範》). Employees working for Kingdee under labor dispatch are entitled to benefits same as employees directly recruited by Kingdee, and are expected to sign the same confidentiality agreement as regular employees do. Internal measures have been introduced to regulate Kingdee's utilization of labors under labor dispatch and safeguard the rights and interests of Kingdee employees.

At the same time, Kingdee is strict with the management of labor dispatch service providers. The Purchase Department has worked out comprehensive access and exit principles for labor dispatch service providers in accordance with the *Labour Law of the People's Republic of China*, *Labour Contract Law of the People's Republic of China*, *Interim Provisions on Labor Dispatch and Procurement Management System of the Group*, and improved the list of labor dispatch service providers. The dispatch service providers used by respective departments of Kingdee must be selected from the list of labor dispatch service providers released by the Purchase Department, so as to ensure that all employees recruited under labor dispatch comply with laws and regulations and our internal practices.

7.1.3 Performance Management

Scientific and definite performance management can provide employees with goals and working motivation, and effectively urge Kingdee to fulfill its commitments to employees. Kingdee has introduced the *Performance Management Methods* (《績效管理辦法》), elaborating performance management from "goal setting", "process management", "evaluation", "feedback and result application". The goals are set and released in the beginning of each year; mentoring is provided in the process; assessment is conducted in the end of each year. For any comments on their own performance, employees may submit their opinions to Yunzhijia. Supervisors will review the opinions and give timely feedback.

為了讓新員工入職後能夠儘快適應和成長，金蝶會在每位新員工入職後指定導師，由直接上級和導師根據金蝶人才標準和《金蝶職位職責說明書》，制定試用期關鍵人物，幫助新員工適應新工作環境。我們會在新員工入職一個月以內組織入職培訓，在培訓中介紹公司的發展歷史、企業文化、企業使命和目標等，期望透過一系列的措施讓員工儘快融合到整體的人才隊伍當中。

7.1.2 人力派遣

人力派遣，也即是指由用人單位委派第三方人力派遣機構，由第三方機構與勞工訂立勞動合同，把勞動人員派向用人單位的一種僱用形式。人力派遣的僱用形式在中國資訊科技行業是普遍存在的，金蝶在委託第三方機構和使用人力派遣員工時，嚴格按照《中華人民共和國勞動合同法》第66條規定：「勞動合同用工是中國企業的基本用工形式。人力派遣用工是補充形式，只能在臨時性、輔助性或者替代性的工作崗位上實施。」，並制定了相應的《金蝶集團勞務派遣管理規範》。人力派遣員工在金蝶工作時，享受和金蝶直接招聘的員工相同的待遇和福利，同時也需要簽訂和正式員工相同的保密協定。通過一系列的內部措施，金蝶嚴格要求自身對人力派遣員工的使用，並保障員工的權益。

同時，金蝶對人力派遣供應商也有嚴格的管理。採購部會根據《中華人民共和國勞動法》、《中華人民共和國勞動合同法》、《勞務派遣暫行規定》，及金蝶自身的《集團採購管理制度》制定全面的人力派遣供應商准入、退出原則，完善人力派遣單位供應商名單。金蝶各用人部門所使用的人力派遣單位必須來自採購部擬定的供應商列表，以保證所有經過人力派遣招聘的員工都是合乎法律法規要求和我們內部規章的。

7.1.3 績效管理

科學、明確的績效管理能夠為員工在金蝶工作提供目標和動力，也有效地督促金蝶履行對員工的承諾。金蝶制定了《績效管理辦法》，規定了從「目標設定」、「過程管理」、「評估」、「回饋和結果應用」四個環節進行績效管理。每年的年初制定並下達目標，過程中進行輔導，年終進行評價，員工在過程中對自身的績效有任何的意見，可以在雲之家上提交意見，上級可以查看有關意見並及時回饋。

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7.1.4 Employee Communication

As an information technology company, Kingdee has been upholding an open and equal working environment. Zero distance communication with employees is an important channel to realize this goal.

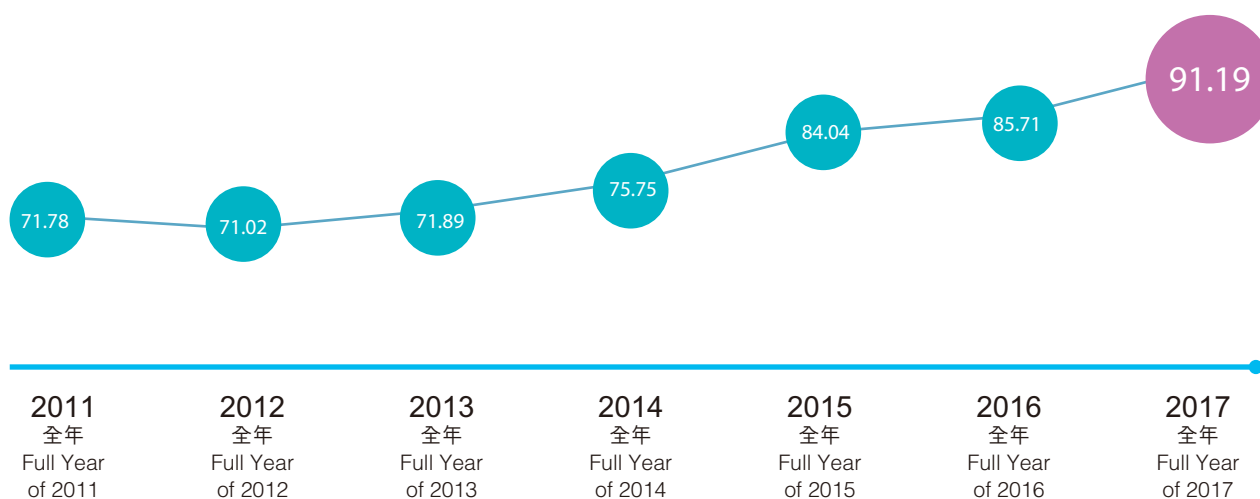
- Employees may submit opinions to any supervisor via Yunzhijia for real-time communication. Furthermore, our Voice Community intranet offers another channel for employees to voice their opinions and provide suggestions anonymously.
- *Kingdee Employee Code of Conduct* is a guide for active feedback of employees. Any objections on performance management and rank certification can be raised via specific channels.
- The President's Mailbox can also allow employees to directly give their feedback to the top management.
- Kingdee attorneys are also available to provide legal consultancy service to any employee involved in any legal issues.
- Every year Kingdee conducts an employee moral GPS survey and the survey results are an importance reference for management improvement of human resources. The steadily improved GPS survey score since 2011 has indicated employees' recognition of our efforts.

7.1.4 員工溝通

作為一家資訊科技公司，金蝶內部一直崇尚開放、平等的工作環境，而和員工零距離的溝通就是實現這個目標的重要渠道。

- 金蝶員工能夠通過「雲之家」找到任何上級回饋意見，進行即時溝通。另外，我們也設有內部網路的「心聲社區」，在「社區」中，所有員工都是匿名的，員工可以在上面暢所欲言，表達意見和提供建議。
- 《金蝶員工行為準則》引導員工積極進行意見回饋。員工如果對公司的績效管理、職級認證過程有任何的異議，都有明確的途徑就相應的結果進行申訴。
- 公司內部設有總裁信箱，員工可以通過信箱直接和最高管理層回饋意見。
- 如果員工有任何法律上的問題，金蝶內部有律師提供法律諮詢服務。
- 金蝶每年都會進行員工士氣GPS調查，每年的調查結果會成為人力資源管理改進的重要參考。從2011年至今，GPS的調查分數穩步上升，顯示了金蝶的員工對我們工作的肯定。

Employee Moral Score (GPS)
員工士氣得分(GPS)



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7.1.5 Employee Composition

7.1.5 員工整體情況

Total number of staff
員工總人數

6,634

By type of staff
按性別劃分(人數)



Male staff
男性員工
● 2,267



Female staff
女性員工
● 4,367

By type of staff
按僱員類別劃分

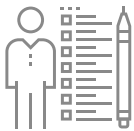


Management staff
管理綫員工
● 5,493



Speciality staff
專業綫員工
● 1,141

By educational background (Person)
按學歷劃分(人數)



Associate Degree
and below
專科及以下
● 1,409



Bachelor's Degree
本科
● 4,793

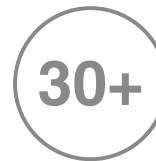


Master's Degree
and above
研究生及以上
● 422

By age (Person)
按年齡劃分(人數)



Aged 29 and below
29歲及以下
● 3,425



Aged 30-49
30-49歲
● 3,155



Aged 50 or above
50歲或以上
● 54

By region (Person)
按地區劃分(人數)



Mainland China
中國大陸
● 6,607



Hong Kong,
Macau & Taiwan
港澳臺
● 25



Overseas
海外
● 2



Staff in maternity leave
(person)
處於產假、待產假的
僱員人數(人)
● 80



Staff back to work after
maternity leave (person)
產假後復職的僱員
人數(人)
● 56



Staff eligible for retirement
within the next five years
(person)
未來五年內合資格退休
的僱員人數(人)
● 15

* The headcount data is based on the number of persons signing a labor contract with Kingdee as of the end of 2017.

* 人數統計範圍為2017年期末與金蝶保有勞動合同的人數。

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7.2 DEVELOPMENT AND TRAINING

Effective training for employees is crucial and essential to the career prospects of employees and realization of Kingdee's development goals. Through its multi-layer training system, Kingdee has provided employees of different business lines holding various positions with training required by their current career stage. Moreover, we can furnish training programs for various interests and multi-sided development of employees, and support their pursuit of skill certificates to ensure comprehensive skill improvement in Kingdee.

7.2.1 Employee Development Path

Kingdee has established a well-designed career development path to meet the rapid growth needs of the Company and employees, and offer opportunities for career advancement to talents motivated for self challenging and integrated development.

Two career development channels based on speciality and management constitute the vertical open career development path of Kingdee. Employees may advance vertically, or horizontally to some extent. To provide employees with different possibilities in career development, we encourage core employees of the speciality array interested in management with management potentials to recommend themselves to management positions.

7.2 發展與培訓

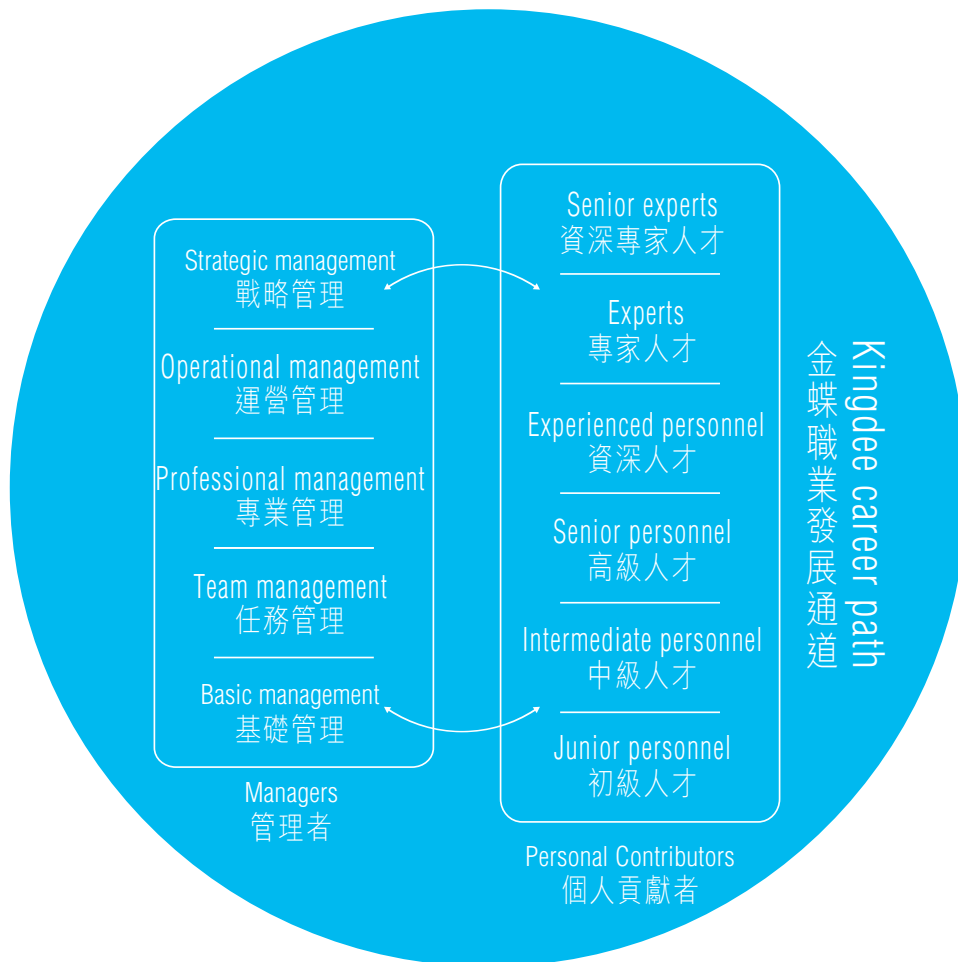
為員工提供良好的培訓無論是對員工本身的職業前景，還是對金蝶發展目標的實現，都是非常關鍵和必要的。金蝶的培訓體系分為多個層次，有針對性地為不同職位、不同業務線的員工提供目前職業階段所必要的培訓內容，同時我們還提供能滿足員工多方面興趣和發展的培訓課程，及支持員工考獲不同的技能證書，確保員工能在金蝶得到全面的技能提升。

7.2.1 員工發展路徑

金蝶設置有完整的職業發展通道，以滿足公司和員工的快速成長需求，讓勇於挑戰自我、全面發展的人才能夠在金蝶獲得廣闊的發展空間。

金蝶提供了「專業」和「管理」等兩條職業發展通道，在此基礎上形成縱向開放的金蝶職業發展路徑。員工可在本職位內縱向發展晉升，也可在一定程度上跨序列、跨族、跨職位橫向流動發展。我們鼓勵有管理潛質、管理意願的骨幹級專業線員工自薦管理崗位，為員工的職業發展提供了不同的可能性。

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The current general manager of sHR Division of Kingdee was a general software developer. Years of commitment to improving his professional competence for several years, he was later promoted as senior product designer. Working in the marketing and delivery segments later, he has been enhancing his comprehensive abilities and experience (in product R&D, marketing and delivery). Eventually he has made his way to general manager of sHR Business Division.

現任金蝶sHR產品事業部負責人剛加入公司時只是一名普通軟件發展人才，在金蝶幾年的時間裏努力學習，逐步提升專業能力，成為研發類資深產品設計師，後續到營銷平臺市場、交付職位等多個崗位發展歷練，提升自身綜合能力與經驗(產品研發、市場、交付)，最終成晉升為sHR事業部總經理。

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7.2.2 Employee Training System

Well-designed training policies and training system have always been one of the important reasons for Kingdee's continuous improvement of its high-performing talent team. A list of policies have been introduced to ensure the smooth organization and continuous development of various types of training activities, including *Management Measures for Kingdee New Employees Training* (《金蝶新員工培訓管理方法》), *Mentor System for New Employees* (《新員工入職導師制》), *Kingdee Management Measures for Professional Programs Development* (《金蝶專業類課程開發管理辦法》), *Kingdee Management Measures for Internal Lecturer* (《金蝶內部講師管理辦法》), and *Kingdee Management Measures for Software Employee Training* (《金蝶軟件員工培訓管理辦法》).

Kingdee's training system is composed of three parts: Leadership, Qualification and Speciality Training.

Leadership Training

Leadership Training: Leadership training targeted on the middle and above management of Kingdee is intended to train business successors of Kingdee and develop reserve members for its senior management team by enhancing their management skills, teamwork skills and vision. The new manager training and high-potential talent training are the key projects of leadership training this year.

- New manager training

Targeted trainees: Newly appointed managers of Kingdee in the year

1. Team Leadership Foundation overview: team management, performance management and self management;

Trainee feedback: "It's helpful to future work, especially in time management and employee communication." "It helps with self recognition and understanding of what kind of a leader one wants to be. We need to have different leadership types in face with different employees."

2. Talent Selection and Utilization overview: talent evaluation skills and perfect empowerment

Trainee feedback: "I have understood the meaning of empowerment, and learned to empower employees consistently without intervention." "The diversified case studies and analysis, and continuous practices help us master the methods and tools. It's quite practical."

7.2.2 員工培訓體系

完整的培訓政策和培訓體系是金蝶能夠一直不斷提升自身優質人才隊伍的重要原因之一。我們制定了一系列的政策保障各類培訓活動能夠順利進行並不斷發展，其中包括《金蝶新員工培訓管理方法》、《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》、《金蝶軟件員工培訓管理辦法》等。

金蝶的培訓體系主要由三大部分組成：「領導力」、「任職資格」及「特色專題」：

「領導力」培訓

「領導力」培訓：「領導力」培訓主要是針對金蝶中層以上的管理層，培養金蝶事業的接班人，通過提升他們的管理技巧、團隊協作能力、眼光視野等，為金蝶的高級管理隊伍做儲備。其中，本年度的新經理級人員培訓和高潛人才培訓是「領導力」培訓板塊的重點項目：

- 新經理級人員培訓

目標受眾：金蝶當年發文新任命的新經理。

1. 《團隊領導力基礎》內容概覽：管理團隊、管理績效、管理自我；

學員回饋：「對日後工作有很多幫助，尤其是時間管理和員工溝通」；「認清自我，瞭解自己是一個怎樣的領導，根據不同的員工要有不同領導風格」

2. 《聚焦選人與用人》內容概覽：用人技巧，完美賦權

學員回饋：「明白什麼是賦予權力，學會了要敢於賦權，並持續支持、不要干預」；「豐富的案例與分析，不斷的課程練習、有助於掌握方法和工具，實踐性較強」



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- High-potential talent training

The six-day training program is based on the following contents:

Corporate culture: Kingdee strategy, corporate culture and acting in all conscience by the president;

Professional skills: Management experience sharing by general managers of outstanding agencies and managers of business divisions;

Personal skills: Key points about teamwork shared by external agencies;

Personal statement: A summary summary on the training commented by senior executives.

High-potential talents will be first assessed and identified by Human Resources Department, and subsequently followed up, and preferentially offered with internal positions.

Qualification Training

Qualification Training: Qualification training will be unfolded as per departmental responsibilities based on the two lines of Speciality and Management, with a focus on:

- Professional competence training: Kingdee will send employees to technical seminars for exchanges, and introduce innovation programs to improve their professional competence.
- Personal competence: Training programs and sharing sessions on communication improvement and emotion management are organized to enhance the personal competence of employees.

- 高潛人才培訓

該培訓歷時六天，課程培訓框架如下：

公司文化：由總裁主講金蝶戰略與文化、致良知；

職業技能：優秀機構總經理、總部事業部經理分享管理經驗；

個人技能：邀請外部機構分享團隊協作相關要點；

個人述能：個人總結演講培訓體會，邀請高管作為評委進行點評

高潛人才前置階段會有測評，識別為高潛人才後人事部會進行一系列跟進，如向該部分人才優先開放內部崗位。

「任職資格」培訓

「任職資格」培訓：根據部門職責進行任職資格培訓，按照「專業線」和「管理線」兩條線進行培訓，培訓內容包括：

- 專業能力培訓：金蝶會派員工參加業界的各項技術研討會議進行交流，另外還有內部引進創新課程，提升員工的專業能力。
- 個人素質：通過組織溝通提升、情緒管理等培訓課程和分享會，提升員工的個人素質。



On December 9, 2017, Diejin under Kingdee invited our internal lecturers to give personal competence training for 24 trainees with the purpose of building personal professional influence, enhancing personal professional quality and skills, unleashing personal potentials and creating a broader space for career development.

Trainee feedback: "GRPI model is a thinking tool that has high guiding significance to team management and teamwork." "The training is relaxing and fun. Through theoretical learning, state inspection and scene simulation, we have learned the importance of GRPI." "I hope that we can learn more about project management, self control, effective communication, leadership and meditation."



2017年12月9日，為塑造個人專業影響力，提升個人職場素質與職業技能，激活個人潛能，幫助創造更大的職業發展空間，金蝶旗下蝶金公司邀請公司內部講師為24位學員進行了職場個人素質培訓。

學員回饋：「GRPI模型作為一種思維工具，在工作實踐中對團隊管理和團隊寫作非常有指導意義」；「課堂輕鬆有趣，通過理論學習、狀態檢測和場景類比，讓大家意識到GRPI的重要性」；「希望能繼續學習項目管理、自控力、高效溝通、領導力和靜思技能素質修煉等內容」

7 TALENTS 人才

- Induction training: The one-week induction training for new employees recruited from campus recruitment will be held every July; the training training for new employees recruited from social recruitment will be held on a monthly basis.

In 2015, Kingdee launched the CMA certification program, and funded the certification of 38 employees. Thus far, 25 employees have passed the test and 20 of them have obtained the certificate, and 5 employees are applying for their certificate. In May 2017, 8 employees funded by Kingdee passed the CMA. Kingdee has cumulatively subsidized 21 employees for CMA.

Speciality training

Speciality training: Speciality training is designed to broaden the employees' horizon and give them opportunities to learn about new technologies, hot social issues and advanced ideas. Experts of various industries are invited to impart knowledge on a regular basis. For instance, doctors from the University of Hong Kong-Shenzhen Hospital were invited to Weekend Lecture to promote health and safety knowledge, and industry-leading technology experts were engaged to share the latest technical developments. Furthermore, we have organized the Jike Lundao internal sharing session where employees can exchange their discoveries in product development and enlighten others.

- 新員工培訓：經校園招聘的新員工培訓會統一在每年7月份舉行，為期一周；通過社會招聘的新員工培訓會分批進行，每月向該月新入職員工組織一次培訓。

2015年，金蝶啟動了CMA認證項目，共資助了38位同事參與認證。截至目前，有25位順利通過考試，其中20位已拿到證書，5位證書在申請中。2017年5月，美國註冊管理會計師CMA考試結果揭曉，由金蝶資助的8位同事順利通過本次考試。

「特色專題」培訓

「特色專題」培訓：「特色專題」類培訓主要是為了拓寬員工們的眼界，讓他們瞭解和接觸新技術、社會熱點、領先理念等內容。我們會定期邀請各行業的專家到來傳授知識，例如周末大講堂曾邀請港大醫院醫生來加強員工的健康安全知識，也曾經邀請業界的先進技術專家分享最前沿的技術發展等。另外我們還會組織「極客論道」內部分享會，在分享會上個別產品線的員工可以交流產品開發過程中的發現，啟發大家的思維。



艾永亮老师解读微信创新之法



现场学员在认真专注的聆听

On September 28, the product leader of a domestically famous mobile instant messaging platform joined the Weekend Lecture to give an in-depth analysis on product innovation. Attended by 721 Kingdee employees online and offline, the sharing session was well received.

Trainee feedback:

"It renews my understanding of the meta model of key product positions, particularly of product innovation methods and innovation management mechanism."

"It's quite enlightening to future product planning. We can apply what we learn to our practical work."

"A more in-depth and systematic insight into user requirements is the fundamental principle for product innovation."

9月28日，周末大講堂邀請了國內某知名移動即時通訊平臺的產品負責人到金蝶深度解析產品創新，當天線上和線下共有721名金蝶員工參與了分享會，獲得了十分積極的回應。

學員回饋：

「對產品核心崗位元模式有了新認識，特別是產品創新方法和創新管理機制。」；

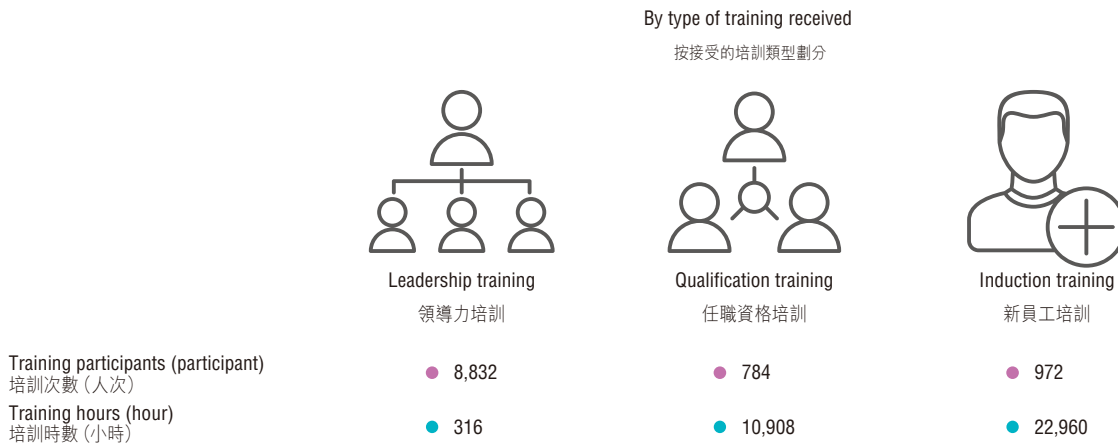
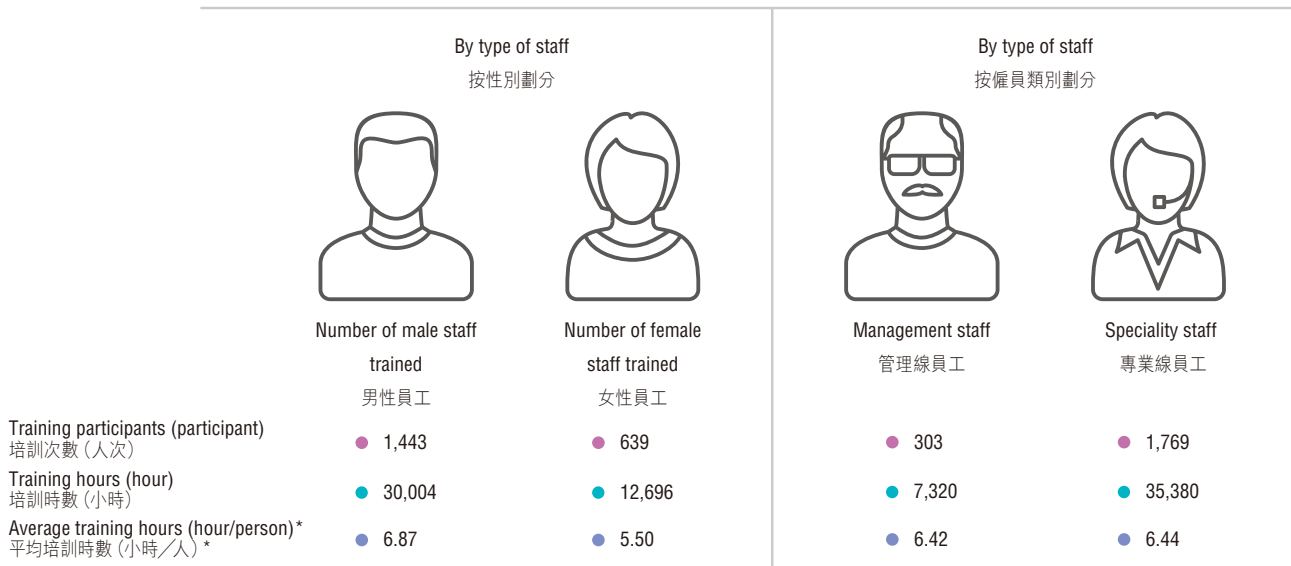
「對以後產品規劃開展有很大的啟發，可將所學內容運用到具體實際工作中。」；

「對用戶的需求有更深入、系統的洞察，才是產品創新需要遵循的根本道理。」

7 TALENTS 人才

Employee Training Data*

員工培訓數據*



* The data of training sessions and hours is exclusive of that in relation to specialized training, health and safety training and anti-corruption training.

* The average training hours are calculated by dividing the total training hours received by this category with the total number of staff of this category.

* 培訓的人次、時間統計不包括特色專題培訓、健康安全、反腐倡廉相關的培訓

* 平均培訓時數的計算方法為該組別接受培訓的總時間/該組別的總人數

7 TALENTS 人才

7.3 EMPLOYEE CARE

As an employer, Kingdee is responsible for and highly concerned with allowing employees to focus on their career and providing them with a solid backing.

7.3.1 Guarantees and benefits

Providing employees with adequate guarantees and due benefits is the responsibility of Kingdee as an employer, and an important factor for employees to work for Kingdee with ease.

Attaching great importance to employee health, Kingdee has purchased accident insurance, medical accident insurance and supplementary insurance for each employee in addition to the statutory Five Social Insurances and One Housing Fund. Concessional family commercial insurance plan is also available for employees to choose from. Employees suffering from major diseases may apply with the Care & Mutual Assistance Fund set up by Kingdee for subsidies.

7.3 員工關懷

讓員工能夠安心地專注自身事業，成為員工堅實的后盾，是金蝶作為僱主的責任，也是金蝶在人才管理上非常重視的一點。

7.3.1 保障與福利

為員工提供充分的保障和應有的福利是金蝶作為僱主的責任，也是員工能夠安心在這裡工作的重要因素。

金蝶十分重視員工的健康，除了法律規定的「五險一金」之外，我們還為每位員工購買了意外傷害保險、意外醫療、補充醫療等多種類型的保險，並且提供優惠的家庭商業保險計劃可供員工選擇。如員工不幸發生重大疾病，可以申請公司設立的愛心互助基金，解決燃眉之急。



In 2017, we granted over RMB360,000 for one seriously injured employee and four critically ill employees of Kingdee, and one employee of our partner company to help them tide over a difficult patch.



2017年，金蝶為遭受重大傷害的一位員工、罹患重病的四位員工，以及一名夥伴公司員工提供了逾36萬元救助金，幫助他們和家人度過人生難關。

7 TALENTS 人才

In consideration that our employees are from all over the country, we have been actively assisting with household registration transfer of employees to allow them to work for Kingdee with ease and enjoy municipal benefits. In 2017, Kingdee helped 105 graduates and 75 talents transfer their household registration to Shenzhen and become Shenzhen citizens. Furthermore, Kingdee has helped employees be accredited as high-level talents of Shenzhen, so as to receive support of Shenzhen Municipal People's Government.

For employees working in Shenzhen, living in Shenzhen is a major challenge. For this, Kingdee has provided employees with a housing program, and assisted them to apply with the government for public rental housing and house rental subsidy. In 2017, we helped 286 apply for house rental subsidy to reduce their housing costs. At the same time, we push information about Shenzhen affordable housing to employees on a regular basis, and help them apply for affordable housing. In 2017, Kingdee was preparing to build employee dormitory in Songshan Lake, Dongguan 20 km away from Shenzhen Software Park to provide solutions for employees' housing problems.

To show our care for employees, Kingdee sends gift bags to employees when they move into a new house, get married, have a baby and celebrate their birthday. Gifts will also be sent out during holidays.

金蝶的員工來自全國各地，為了讓他們能夠安心地在金蝶工作，金蝶積極協助員工落戶，讓員工享受市政優惠和便利。2017年，金蝶成功協助105名畢業生、75名人才引進員工落戶深圳，成為這個城市的一份子。另外金蝶還積極協助員工認定為深圳市高層次人才，讓員工能夠享受到深圳市政府對他們的支持。

對於在深圳工作的員工來說，在深圳安居對於他們來說是一大挑戰，為此，金蝶為員工提供了安居計畫，協助員工向政府申請公租房和租房補貼。2017年成功協助了286名員工申請了租房補貼，減輕員工的居住成本，同時定期向員工推送深圳安居房的資訊，協助員工申請安居房。2017年，公司正在籌備在距離深圳軟件園20公里左右的東莞松山湖建員工宿舍，為員工的住房問題提供解決方案。

對於員工在某些關鍵的日子，金蝶希望能夠送上祝福或者關懷，如員工的喬遷、結婚、生子、生日等會送上員工禮包，在不同的節日公司也會給員工送上禮品和關懷。



Mid-Autumn Event
中秋節活動



Lantern Festival Event
元宵節活動



Dragon Boat
Festival Event
端午節活動

7 TALENTS 人才

7.3.2 Safety and Health

Although there are no major safety and health hazards in our day-to-day operation, we have provided assurances to keep all employees physically and mentally healthy at work.

Every year Kingdee will arrange a physical examination for all employees to keep them informed of their respective health conditions. Experts will also be scheduled to give health lectures to share knowledge about prevention of occupational diseases of the industry.

7.3.2 安全與健康

雖然日常的工作沒有重大的安全健康隱患，但是金蝶仍然提供一系列的保障，讓各位員工能夠在工作中保持身心健康。

每年金蝶都會安排全體員工進行一次健康體檢，瞭解自身的健康情況，日常也會安排專家健康講座，分享這個行業從業者一些職業病防治的知識，讓大家防患於未然。



On May 25, 2017, Kingdee invited physiotherapists Yang Xiaoguang, Li Gaoqiang and Li Guangshuo from hospitals to the Weekend Lecture as speakers. They gave a health lecture themed with no more pains from sitting, attracting 384 listeners online and offline.

Trainee Feedback: "We have learned some of the bad sitting postures and their hazards. The sitting posture correction advice is quite meaningful." "I have learned something about how the body works. I find some suggested exercises quite practical." "I hope we can have lectures on health preservation, psychotherapy, time management, industry trends and wealth management."

2017年5月25日，金蝶從外部邀請了楊曉光、李高強、李廣碩等三位元醫院物理治療師為周末大講堂主講，進行了「告別『坐』出來的痛」為主題的健康講座，線上和線下共有384人參加。

學員回饋：「瞭解了日常時一些不良坐姿及其危害，糾正坐姿的建議很有意義」；「對身體的機理有了一定的瞭解，建議的一些鍛煉的方式方法非常實用」；「希望以後安排養生、心理治療、時間管理、行業動態、理財類等專題」

An advocate of balanced working and living, we offer team building funds on a regular basis for outdoor activities like hiking. Such sports equipment as rowing machines and ping pong tables have been equipped in the office for employees to relax.

To prevent health risks caused by decoration pollution of the newly constructed Kingdee Shenzhen Software Park, we have employed an external environmental impact assessment company to confirm that there is no pollution of decoration materials before we move our employees to the new office.

In 2018, Kingdee will work with the University of Hong Kong-Shenzhen Hospital to set up a clinic in Kingdee Shenzhen Software Park and provide our employees with world-class medical service.

Work Injury Data:

Work Injuries (Injury)* 工傷次數(次)*	1
Days lost due to performing duties (Day) 因公損失工作日數(天)	31
Deaths while performing duties (Person) 因公死亡人數(人)	0

* Work injuries are subject to the affirmation of the Social Security Bureau.

金蝶倡導工作與生活平衡，我們會定期提供團隊建設經費，組織員工進行徒步等各類戶外活動，倡導健康生活，辦公室也有設置划船機、乒乓球臺等運動器材，讓員工在辦公室裡也能放鬆身心。

由於金蝶深圳軟件園完成興建不久，為了防範裝修污染等健康隱患，我們特意聘請外部環境評估公司，確保沒有裝修材料污染，才放心地讓員工在這裏工作。

2018年，金蝶將和香港大學醫院合作，在金蝶深圳軟件園開設港大醫院門診點，為金蝶員工提供國際水準的醫療服務。

工傷統計：

* 工傷以社保局認定為準

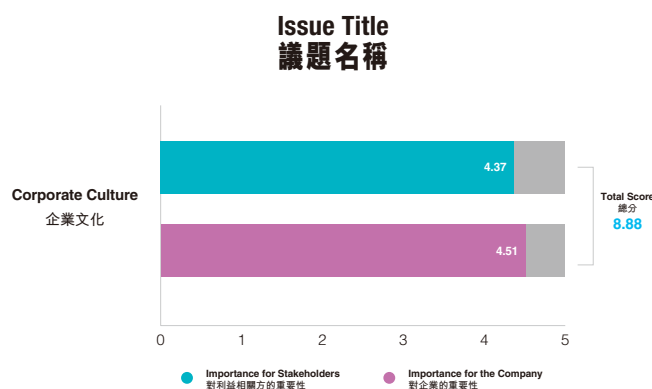
8 CORPORATE CULTURE 企業文化

A conscientious, passionate and socially responsibility technology company supportive of innovation and entrepreneurship, Kingdee is aspired to become the most reliable enterprise service platform under the core values of acting in all conscience, with integrity and righteousness, and the mission of servicing enterprises whole-heartedly. The corporate culture is mainly composed of Conscience Culture, Innovation and Entrepreneurship Culture, and Sports Culture.

金蝶是一家秉承良知、鼓勵創新創業、充滿熱情和社會擔當的科技公司，以「致良知、走正道、行王道」為企業核心價值，懷著全心全意為企業服務的使命，希望成為最值得托付的企業服務平臺。企業文化主要構成為：「良知文化」、「創新創業文化」及「運動文化」。

Issues involved and their materiality in this chapter:

本章節涉及議題及其重要性：



8.1 CONSCIENCE CULTURE

Kingdee has earnestly learned and drawn ideas from excellent traditional Chinese culture, including the philosophy of the mind proposed by Wang Yangming to develop its own corporate culture. Taking the core idea of “acting in all conscience” from the philosophy of the mind as the essence of Chinese enterprise management, Kingdee has vigorously promoted conscience culture among its employees. “Acting in all conscience” is to achieve and arouse conscience from the mind; “integrity” emphasizes honesty, legal compliance, fairness and justice; “righteousness” represents altruism, openness, tolerance and win-win. Acting in all conscience is the foundation of integrity and righteousness which reflects conscience.

In 2017, Kingdee made tremendous efforts to root the conscience culture in its business operation. In early 2017, Kingdee organized the Conscience Transmission Event and Yangming’s Former Residence Cultural Root Exploration Tour. Kingdee Yangming Academy completed in the first half of 2017 is the offline school for learning and exchange of the Acting in All Conscience Learning Group of Kingdee and Shenzhen entrepreneurs. Leading by example, the management cadres of Kingdee have been continuously learning and practicing the idea of acting in all conscience, and leading their respective team in the development of acting in all conscience culture. The learning of acting in all conscience has become an integral part of such meetings as Kingdee’s annual business launch conference, interim meetings and partners conferences, and such talent development training programs as high-potential talent training camp, acting in all conscience seed training camp. “Acting in all conscience” has become an important criterion in the assessment of One in One Hundred Excellent Employees, Exemplary Deeds of Kingdee Employees Acting in All Conscience. Kingdee Pictorial dedicated a special issue to acting in all conscience to review Kingdee’s learning and practice of conscience culture and spread a positive mentality.

8.1 良知文化

金蝶積極學習包括陽明心學在內的中華傳統優秀文化，從中汲取養料來構建金蝶企業文化。金蝶將陽明心學中的核心思想「致良知」視為中國企業管理的本質，在金蝶全力、全員推行良知文化。「致良知」即是從心出發，達至良知，啟用良知；「走正道」意味著誠信、守法、公平、正義；「行王道」則代表利他、開放、包容、共贏。「致良知」是「走正道，行王道」的根基，「走正道，行王道」是「致良知」的具體體現。

2017年，金蝶力推良知文化在企業內落地生根。2017年年初金蝶舉行全集團良知薪火傳遞活動和浙江陽明故居文化尋根之旅。上半年金蝶陽明學院落成，作為金蝶以及深圳地區企業家致良知學習小組的學習和交流的線下書院。金蝶的管理幹部以身作則，持續學習和實踐致良知，並帶領各自團隊建設致良知文化。致良知學習成為金蝶年度經營啟動會、中期會議、夥伴大會等會議和高潛人才訓練營、致良知種子訓練營等人才發展培訓的重要內容。在「百裏挑一」優秀員工、「致良知的金蝶人」先進事蹟等評選獎勵中，「致良知」成為重要評選標準。《金蝶畫報》印發致良知專刊回顧金蝶學習和實踐良知文化的歷程，傳播正能量。

8 CORPORATE CULTURE 企業文化

Established in early 2017, Acting in All Conscience Shenzhen Learning Group has been insisting on a study session twice a week joined by 20 to 80 entrepreneurs, executives and core employees of Shenzhen each time. In 2017, Kingdee hosted 5 Acting in All Conscience study sessions attended by about 1600 participants – Acting in All Conscience (Shenzhen) Learning Sharing Session, 500-member Acting in All Conscience Shenzhen Study Session and Kingdee Users Conference Acting in All Conscience (Shanghai) Learning Sharing Session, Shenzhen Entrepreneur Offline Acting in All Conscience Study Session and the 2nd Entrepreneur Study Acting in All Conscience Forum Shenzhen Learning Sharing Session.

致良知深圳學習小組在2017年初成立，在金蝶陽明學院開展每兩星期一次的定期學習，每次約有20至80位深圳企業家、高管和骨幹員工參加。2017年，金蝶共舉辦5場對外致良知學習會，包括致良知(深圳)學習分享會、致良知深圳500人學習會、金蝶用戶大會致良知(上海)學習分享會、深圳企業家線下致良知學習會、第二屆企業家致良知論壇深圳學習分享會等，共約1,600人參與。

[Case]: “Be Sharp-eyed and Clear-headed to See the Future” CFO Acting in All Conscience Shenzhen Study Session [案例]「心明眼亮洞見未來」CFO致良知學習會



On March 24, 2017, the CFO Acting in All Conscience Shenzhen Study Session themed with “Be Sharp-eyed and Clear-headed to See the Future” and organized by Kingdee CFO Acting in All Conscience Research Institute and other sponsors was held. The event gathered about 100 entrepreneurs and CFOs from all over China to study the philosophy of the mind proposed by Wang Yangming.

The core idea of Yangming's philosophy of the mind is acting in all conscience and unity of knowing and acting, and it contains great wisdom. To achieve a great business in one's lifetime, one must cultivate one's moral character, and be righteous and conscientious. As CFOs of enterprises, we must be sharp-eyed and clear-headed to see the future and identify the situation. In a great era like this, people need to sharp-eyed and clear-headed, bear our sages' ideas in mind and re-invent them into great genes of corporate culture.

2017年3月24日，由金蝶CFO致良知研究院作為主辦方之一，主題為「心明眼亮洞見未來」的CFO致良知學習會正式舉行。會議有來自全國各地的100多名企業家、CFO共聚一堂，共同學習中國傳統文化陽明心學。

陽明心學的核心思想是致良知、知行合一，當中蘊含著巨大的智慧。如果一生想成就偉大的事業，必然要修身正心、達致良知，才能擁有理想的境界。作為企業的CFO，我們需要心明眼亮，洞見未來，這樣去看清大勢大局。這個時代是非常偉大的時代，需要人們去創造，要心明眼亮，把聖賢的文化植根於內心，透過內心不斷的昇華，構建企業偉大的基因。

8 CORPORATE CULTURE 企業文化

8.2 INNOVATION AND ENTREPRENEURSHIP CULTURE

Innovation is the nature of Kingdee. Innovation-centered, Kingdee encourages every employee to innovate and start their own business to realize personal value and grow with enterprises. Every year handsome awards are given to holders of major innovation results. In 2017, we set up 5 Excellent Innovation Awards for EAS Mobile Distribution, Yunzhijia App Smart Approval, Omni-channel Marketing leading digitalization restructuring & Smart Store Cloud Service Innovation.

The progressive “small, beautiful and quick” micro-innovation programs are launched to encourage involvement of every employee and awards granted by branch companies based on their respective business features every quarter. In 2017, 84 micro-innovation results generated by 201 employees were awarded and 1499 employees joined the Jike Lundao Innovation Sharing. In addition to innovation awards, Kingdee commended 20 Excellent Figures, 101 Quarterly Incentive Tour Winners and 9 Kingdee Employees Acting in All Conscience.

Kingdee Artistic Style Improvement Program

The Kingdee Artistic Style Improvement Program is launched to “inspire the employees’ creativity, enhance Kingdee’s artistic style and have them know, appreciate and fall in love with space.” Exploring the infinite possibilities of Kingdee via employees’ proprietary designs to create artistic, fashion and vibrant Kingdee space, the Kingdee Artistic Style Program gathers creative talents of Kingdee to design and renovate Kingdee’s working space and allow employees to work in a space they create.

Starting from December 2016, Kingdee has designated spaces for creation based on as specific theme on an irregularly basis, including conference room, office area, columns and bathrooms. Space designs are solicited via bid invitation. Employees can bid as a project team. The winning project team will receive funds and all support of Kingdee for creative design of the designated space.

8.2 創新創業文化

創新是金蝶的本能。金蝶一向重視創新，鼓勵每一位員工創新創業，實現個人價值，與企業共同成長，每年對於重大創新成果給予重獎。2017年度，公司共頒發5項優秀創新獎以獎勵創新意念，其中包括EAS移動分銷、雲之家應用智能審批、引領企業數字化生存與管理重構的全渠道營銷&智慧門店雲服務創新等。

金蝶微創新鼓勵每個人都可以嘗試做到的漸進式「小美快」微創新，每季度舉辦評選，由分子公司根據業務特性制定相應的評選。2017年共有84個創新成果、201人次獲得微創新獎勵、1,499人開展「極客論道」創新分享。除創新獎勵外，金蝶還獎勵優秀人物予20人，季度獎勵旅遊予101人，致良知的金蝶人評選予9人。

金蝶文藝氣息提升項目

金蝶文藝氣息提升項目旨在「激活員工創造力，提升金蝶文藝範兒，帶領員工認識空間、欣賞空間、愛上空間」，宣導「金蝶員工自發設計，探索金蝶無限可能，打造文藝、時尚、活潑的金蝶空間」，聚集金蝶創意人才，對金蝶工作空間進行設計和改造，讓金蝶人在自己創作的空間裏工作。

從2016年12月開始，金蝶不定期指定公司可用於創作的空間，如會議室、辦公室一角、柱子、衛生間等等。每期定一個主題，通過招標的方式對公司部分區域進行空間設計徵集。員工可自行組成項目組進行投標，中選的項目組將獲得資金和公司一切支援，對指定空間進行創意設計。

8 CORPORATE CULTURE 企業文化

In April 2017, employees walking into the Canteen of Kingdee Software Park were instantly drawn by the fluttering butterfly composed of over thousands of colorful bowls, saucers and cups on the entrance wall. This work of imagination came from the User Experience Department of Diejin. It took 3 to 4 months to propose and confirm the creative design, put forward the second and third proposals, and source materials and employ a specialized company for tiling. This period saw the burning of creative sparks, and the dedication and endeavor of the designers for beauty. This butterfly was the work of the first session of Kingdee Artistic Style Improvement Program. As a platform gathering creative talents of Kingdee, Kingdee Artistic Style Improvement Program presents different Kingdee spaces through decorative design and renovation of office spaces.

2017年4月，走進金蝶軟件園食堂的小夥伴們都被眼前的場景吸引住了。在那面熟悉的食堂入口牆上，上千個不同顏色的碗、碟、杯組成了一隻飛舞的蝴蝶。這幅有想像力的作品來自於金蝶蝶金用戶體驗部。從創意設計的提出、確認，第二輪、第三輪提案，到物料尋找、採購，再到找專業的公司共同完成拼貼，整體過程共持續了3-4個月。這期間，看到了無數創意的燃燒，看到了設計者為了「美」的專注和努力。食堂的這隻蝴蝶，來自於金蝶文藝氣息提升的第一期項目，是個金蝶創意人才聚集的平臺。透過每期對金蝶的一個辦公空間進行裝飾設計及改造，金蝶的空間亦將因此不一樣。

8.3 SPORTS CULTURE

An advocate of passionate and coordinated sports culture, Kingdee believes that all employees should be super healthy, fashion and contributory young people.

Led by the Corporate Culture Department, Kingdee Group Staff Associations ("Associations") are non-profit internal corporate groups which all staff members can join on their own. The Associations are established to enrich the sparetime cultural and recreational life of staff members, enhance the technical skills of personal hobbies, improve physical and mental health, and strengthen communication and exchange among the staff members. Thus far, Kingdee has founded 15 associations in respective of sports, language, board games and charity, including Rowing Association, Ping Pong Association, Football Association, Dance Association, Yoga Association, English Association, Photography Association, Employee Committee, Employee Care Fund and Kingdee Volunteers Association.

In 2017, Kingdee Associations organized over 1,000 day-to-day events, 14 themed events and 11 external games. Since rowing is a feature of Kingdee, the Rowing Association held themed events and external games in 2017:

8.3 運動文化

金蝶宣導熱情協作的運動文化，每一個金蝶人都應該是「超級健康、超級潮流、超級有貢獻」的金蝶新青年。

金蝶集團員工協會(以下簡稱「協會」)是在集團企業文化部領導下，全體金蝶人根據共同興趣愛好與意願，以自願參加的方式組成的非牟利內部團體。協會宗旨是豐富金蝶人業餘文娛生活、提升個人愛好的技術水準、促進身心健康、加強金蝶人之間的溝通與交流。目前金蝶共有15個協會，涵蓋體育、語言、桌遊、愛心等方面，其中包括賽艇協會、乒乓球協會、足球協會、舞蹈協會、瑜伽協會、英語協會、攝影協會、員工委員會、愛心基金、金蝶義工等。

2017年度金蝶協會共舉辦超過1,000次日常活動、14場主題活動、11場對外比賽，其中賽艇活動是金蝶的特色，在2017年賽艇協會分別舉辦了主題活動和對外比賽：

8 CORPORATE CULTURE 企業文化

8.3.1 Themed Events

Rowing

- Kingdee's 24th Anniversary Rowing Game: Eight Kingdee teams were trained on the water before the game and tryouts were held on August 3 to select 4 teams out of 8 teams. Another 4 external teams were invited to join the Kingdee Cloud Cup Urban Rowing Friendship Game to compete with four Kingdee teams on August 8. Kingdee China Team 1 won the second place.
- Kingdee Rowing Machine Weight Loss Challenge: Twenty five employees signed up for the Challenge and 29 employees attended the Challenge. Cumulatively 252 participants clocked in and rowed a distance of 2,529,706 meters (2,529.7 km) over 7,093 minutes (118 hours and 13 minutes). Seven employees made it to the end and four of them lost weight. The maximum weight loss reached 5.2 kg by one employee.

8.3.1 主題活動

賽艇

- 公司24周年慶賽艇比賽：賽前組織了包括公司8支隊伍的下水訓練、8月3日組織了內部選拔賽，選拔出4支成績最好的隊伍與邀請的4支外部隊伍進行友誼賽，參加8月8日的金蝶雲杯城市賽艇友誼賽，最終金蝶中國1隊獲亞軍。
- 金蝶集團划船機減肥挑戰賽：25人報名參賽，實際參加人數共29人，累計出勤打卡達252人次，共拉了2,529,706米（相等於2,529.7公里），總耗時7,093分鐘（相等於118小時13分鐘）。7位參賽者堅持到最後，當中4人成功減肥，成績最好的一人共減掉5.2公斤。



8 CORPORATE CULTURE 企業文化

Pingpong

The 2nd Kingdee Activation Cup Pingpong Championship

乒乓球

金蝶集團第二屆激活杯乒乓球錦標賽



Football

Kingdee Shenzhen Football League

足球

集團深圳地區足球聯賽



8 CORPORATE CULTURE 企業文化

Running

Participated in Vanke Run for Fun

跑步

參與萬科城市樂跑賽：



Dancing

舞蹈



Basketball

籃球



9 SOCIETY

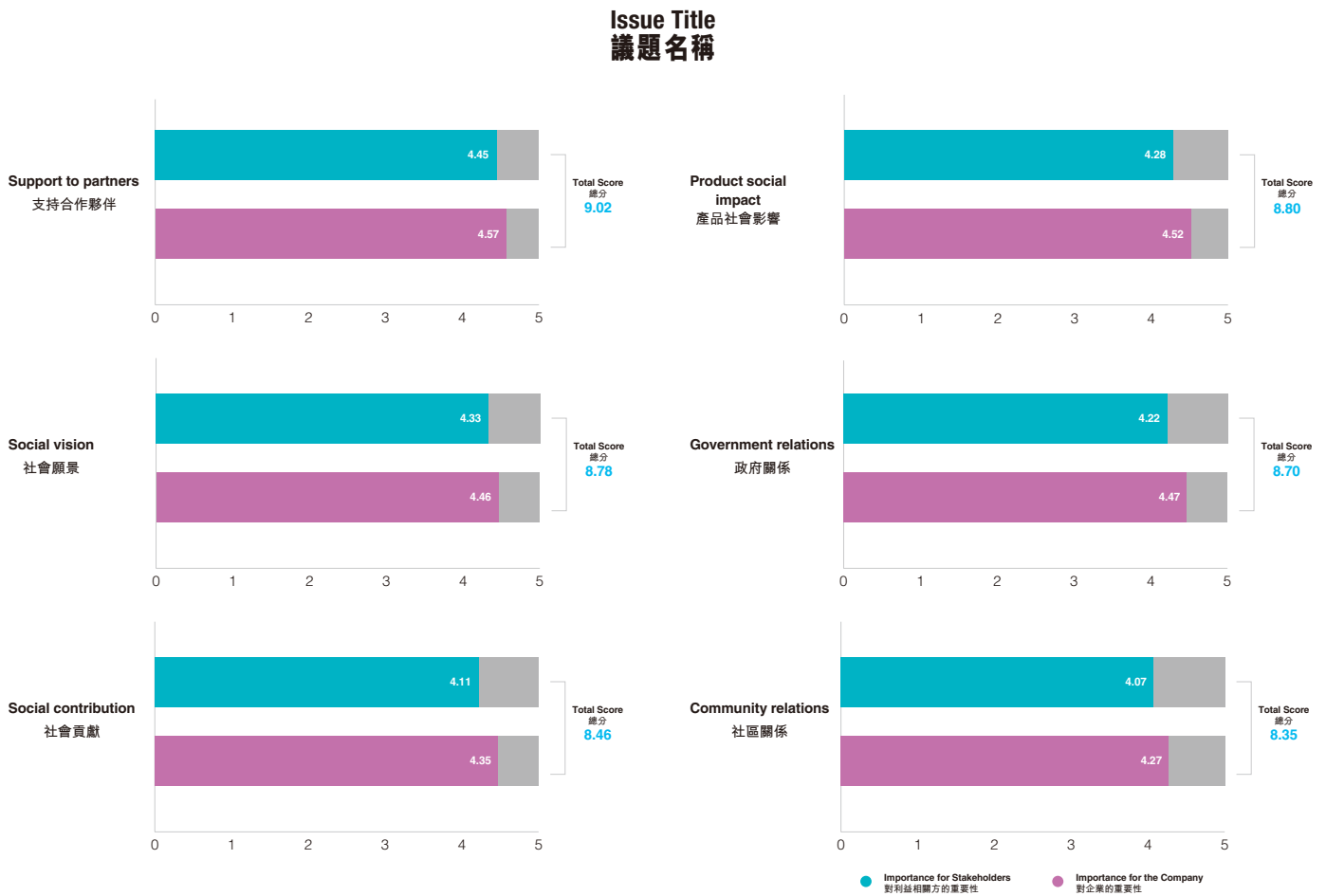
社會

Led by the core values of acting in all conscience, with integrity and righteousness, Kingdee has been examining whether it has exerted a positive impact on the society and given back to the society in its growth. Therefore, as a provider of management software solutions to enterprises, Kingdee has been actively exploring innovation in Chinese characteristic management models in the hope of developing Chinese Management Models in line of internal developments and adaptive to the rapidly developing economic environment overseas for Chinese enterprises. In addition, volunteer events, educational care and support programs have been organized and attended, to practice our Conscience Culture.

金蝶的核心價值觀「致良知、走正道、行王道」指引了金蝶在前進的過程中不斷審視企業自身對社會能否產生正面影響，並積極回饋社會。因此，作為一家為企業提供管理軟件解決方案的企業，金蝶積極探索富中國特色的管理模式革新，希望為中國企業帶來屬於符合中國企業內部情況並適應外國家高速發展經濟環境的「中國管理模式」。此外，我們通過組織和參與志願者活動、關注和支持基礎教育等多種方式，實踐金蝶的「良知文化」。

Issues involved and their materiality in this chapter:

本章節涉及議題及其重要性：



9.1 CHINESE MANAGEMENT MODEL RESEARCH

9.1.1 Research Origin

Over the past decade, Kingdee has been exploring Chinese management models, namely, best practices of management in Chinese enterprises. In 2008, Kingdee joined hands with 6 management schools, including China Europe International Business School, Guanghua School of Management, Peking University, to set up Chinese Management Model Research (CMMR) Award. CMMR Excellence Award is expected to assist enterprises summarize and extract their respective management models, promoting the management models social-widely, and allow "Chinese management models rise globally."

China has entered into a new era from the quantity-focused era to the quality growth era. Accordingly Chinese enterprises have gradually stepped into an era of lean management and systematic management, and developed many excellent business management models. The purpose of CMMR Excellence Award is to explore these successful management models and share them with the world.

9.1.2 Research Results

Since 2008, Kingdee has relied on its core customer groups and probed deep into excellent Chinese enterprises. Through field surveys, communication and discussions with senior executives, we have summarized the factors that make these enterprises excel among the keen market competition in China. Constantly improving our research methods, we have systemized and theorized the successful experience, and eventually shared our research findings with the society to help Chinese enterprises improve their management models.

Over the past ten years, Kingdee has targeted on over 20 industries, investigated carefully over 100 famous enterprises, including Haier, Tencent, Xiaomi, Liby and Yunnan Baiyao, interviewed over 1,500 senior executives and released case study reports over 1.5 million characters. Distinctive field survey methods and process have been developed to spread excellent management ideas and promote referential tools and methods.

Long Yongtu, former vice minister of the Ministry of Foreign Trade and Economic Cooperation, former director and secretary general of Boao Forum for Asia and chief negotiation representative of China's accession into WTO, revealed at the China Management Global Forum sponsored by Kingdee that enterprises must see the overall picture of international society and economic development. Government policies shall be observed so as to establish a relationship of mutual respect and support, integrity and uprightness with the government. Furthermore, enterprises are expected to increase efforts in self development, development of corporate culture in particular. Entrepreneurs shall follow heavenly principles and act in all conscience, with integrity and righteousness.

In 2017, Kingdee focused on the forward-looking themes of digital survival and management restructuring. Enterprises with excellent management practices in the digital era have been selected via field surveys, including iFLYTEK, Jingdong Financial Technology, Royole Technology and Beijing Mobike Technology.

9.1 中國管理模式研究

9.1.1 研究緣由

金蝶過去十年一直在探索中國管理模式，即中國企業裏管理的最佳實踐。自2008年起，金蝶聯合中歐國際工商學院、北京大學光華管理學院等6大管理學院，發起中國管理模式傑出獎(簡稱CMMR (Chinese Management Model Research)) 遴選活動，協助企業總結提煉出自己的管理模式並在全社會加以推廣，旨在「讓中國管理模式在全球崛起」。

中國進入了新的時代，從過去追求數量的時代，到有質量的增長時代。中國企業也逐步進入了精細化管理和系統管理時代，形成了眾多優秀的企業管理實踐，而我們探索的意義在於發掘這些成功的管理模式，並與世界分享。

9.1.2 研究成果

從2008年開始，金蝶以核心客戶群體為依據，每年深入到國內的優秀企業中去，透過實地調研和與高管們的交流討論，總結出這些企業得以在中國激烈的市場競爭中脫穎而出的要素。同時，我們不斷改進自己的研究方式，將這些成功的經驗系統化和理論化，並最終向社會分享我們的研究成果，幫助中國企業提升自身的管理方式。

十年來，金蝶已針對超過20多個行業進行調研，仔細研究包括海爾、騰訊、小米、立白、雲南白藥等在內的超過100家知名企業，與超過1,500位企業高層進行訪談，組成超過150萬字的案例研究報告，形成了風格鮮明的實地調研方法及流程，傳播傑出的管理理念，推廣可借鑒的工具和方法。

原國家外經貿部副部長、原博鰲亞洲論壇理事、秘書長、中國入世談判首席代表龍永圖曾在金蝶國際主辦的中國管理全球論壇上表示，企業要把握整個國際和經濟形勢的大勢，要遵循政府的政策，企業和政府要建立一種君子之交淡如水的關係，互相尊重與支持，清正廉潔。另一方面企業要加深自身的建設，特別是企業文化的建設，企業家都應該遵循天理、良知，「走正道、行王道」。

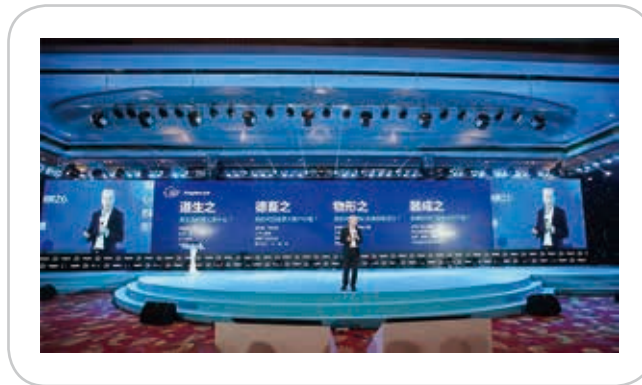
2017年，金蝶聚焦前瞻性主題「數字化生存與管理重構」，通過實地調研評選出科大訊飛、京東金融、深圳柔宇科技、北京摩拜科技等一批在數字化趨勢中有傑出管理實踐的企業。

Winners of CMMR Excellence Award 2017

2017年「中國管理模式傑出獎」得獎名單

Company Name 企業名稱	Award 獲選獎項
Oppl Lighting Co., Ltd. 歐普照明股份有限公司	CMMR Excellence Award 中國管理模式傑出獎
iFLYTEK Co., Ltd. 科大訊飛股份有限公司	
Shenzhen Royole Technology Co., Ltd. 深圳市柔宇科技有限公司	
Beijing Jingdong Financial Technology Co., Ltd. 北京京東金融科技控股有限公司	
UBTECH Co., Ltd. 深圳市優必選科技有限公司	CMMR Most Potential Award 中國管理模式最具潛力獎
Guangzhou EHang Intelligent Technology Co., Ltd. 廣州億航(EHang)智慧技術有限公司	
Makeblock Co., Ltd. 深圳市創客工廠科技有限公司	
Beijing Mobike Technology Co., Ltd. 北京摩拜科技有限公司	

[Case]: China Management Global Forum 2017 Held in Shanghai
[案例]2017中國管理全球論壇在滬盛大召開



On October 15, the 7th China Management Global Forum 2017 was held in Shanghai. About 300 political and business leaders and figures joined the grand event to explore the new trends of Chinese management in the digital era. Among them were Long Yongtu, chief negotiation representative of China's accession into WTO and president of China Management Global Forum, Professor Chen Chunhua from National School of Development at Peking University, Rotatory CEO Xu Zhijun of Huawei, and Founder and Chairman Xu Shaochun of Kingdee Group.

The digital era has again put mankind at a historical position of technology. The emergence of such new technologies as Internet, cloud computing, big data and artificial intelligence and the vigorous force of digital economy have transformed Chinese enterprises from chasers to transcendents in the global arena. It's under such a circumstance that the China Management Global Forum provides a communication platform for entrepreneurs.

At the forum, the guests aired their opinions on Chinese enterprises combining technological transformation with management models, including day-to-day management of technology support enterprises, reflections on cloud technology and marketing channels, management and marketing of big data channel enterprises. As the preparator of the forum, Chairman Xu Shaochun of Kingdee revealed that the realization of the great rejuvenation of the Chinese nation is the historical mission of the Chinese entrepreneurs in this generation, and entrepreneurial spirit will shine in the history process. In the future, Kingdee will renew its brand image, continue to surpass itself, establish the Kingdee ecosystem with cloud service and artificial intelligence, help Chinese enterprises unleash the infinite possibilities and create another Chinese Miracle in the era digital economy.

10月15日，2017年度(第七屆)中國管理·全球論壇在上海隆重舉行，中國入世首席談判代表、中國管理全球論壇主席龍永圖，北大國發院教授陳春花、華為輪值CEO徐直軍、金蝶集團創始人、董事會主席徐少春等3,000多位政商學界領袖和著名人士出席盛會，共同探討數字化時代下的中國管理新動向。

數字化時代，人類又一次站在技術發展的歷史方位。互聯網、雲計算、大資料、人工智慧等新技術集中爆發，數字經濟的力量噴薄而出，推動中國企業在世界舞臺上從「追隨者」轉變為「領先者」。中國管理全球論壇正是在這大環境下，為企業家提供一個溝通的平臺。

在論壇中，各位嘉賓發表了對中國企業面對技術轉型與管理模式結合上的觀點，包括對技術支援企業的日常管理、雲技術與營銷全渠道結合的思考、大資料渠道企業管理與營銷等。作為論壇的籌備者，金蝶董事會主席徐少春表示，實現中華民族的偉大復興，是這一代中國企業家的歷史使命，企業家精神在歷史的進程中將大放異彩。未來金蝶將以全新品牌形象再出發，不斷超越自我，以雲服務和人工智慧，構建金蝶系生態圈，幫助中國企業激發無限可能，在數字經濟時代再一次創造「中國奇跡」。

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9.2 CHARITY WORK

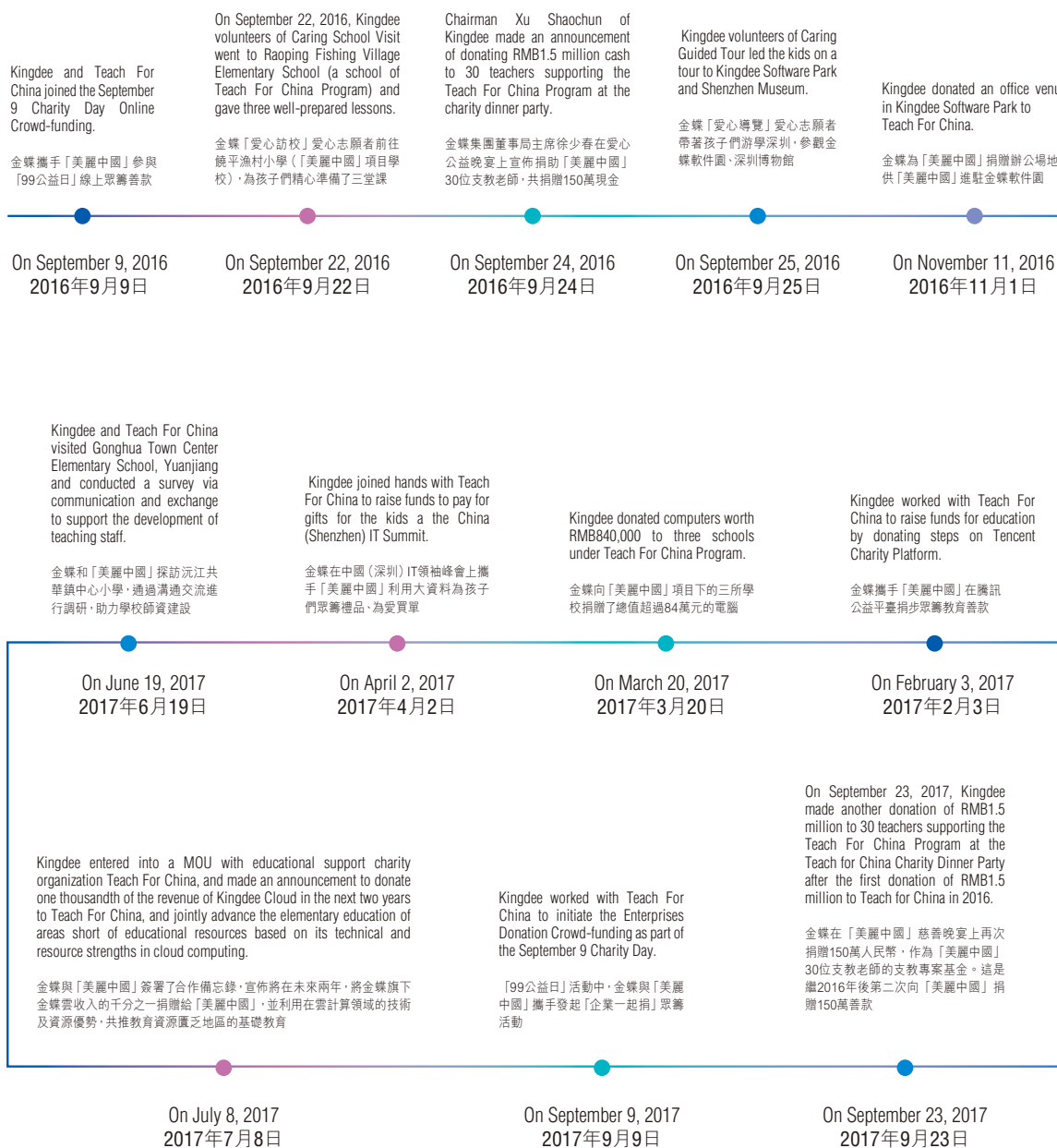
Kingdee hopes to give back to the society from multiple aspects. As a knowledge-based enterprise, we are well aware of the importance of education to a country and a nation. Hence, we have focused on elementary education in our charity work in the hope of influencing life via education.

9.2 公益慈善

金蝶希望能從多方面回饋社會。作為一家知識型企業，我們深切瞭解教育對於一個國家和民族的重要性，因此，我們在公益慈善領域上非常重視基礎教育的投入，期望通過教育影響生命。

9.2.1 Worked with Teach For China to support elementary education

9.2.1 與「美麗中國」結緣，共同支持基礎教育事業





9.2.2 Kingdee Ya'an Education & Immigration Class

The Kingdee Education & Immigration Class is a charity program launched by Kingdee Group to send poverty-stricken students excellent in character and learning to county-level middle schools with better educational resources. After the Ya'an Earthquake on April 20, Kingdee set up the Kingdee Education & Immigration Class and an educational fund in Ya'an Tianjiabing School and Ya'an No.2 Middle School in 2013 and in 2016, respectively helping 50 financially-strained students finish middle school and high school.

In September 2016, Kingdee set up Specialized Fund of China Siyuan Foundation for Poverty Alleviation in Minjian Township, Yucheng District, Ya'an to subsidize 50 poverty-stricken students. Every year each poverty-stricken student will be given RMB1,800 as miscellaneous fees and subsistence allowance. The three-year Program is intended to offer a grant of RMB270,000. Furthermore, Kingdee donated RMB30,000 of scholarships to award the top ten students in academic performance and top three students in athletic performance every semester, so as to encourage the students to study harder.

9.2.2 金蝶雅安教育移民班

「金蝶教育移民班」是金蝶集團通過資助家庭貧困、品學兼優的學生到教育條件較好的縣級中學就讀，以接受更好教育資源的公益項目。「4.20」雅安地震後，金蝶分別於2013及2016年在雅安田家炳學校、雅安第二中學特別成立了「金蝶教育移民班」，並設立教育基金，幫助每屆移民班50名貧困學生順利完成初中和高中學業。

2016年9月，金蝶在雅安雨城區民建村中華思源工程設立專項基金，招收當地50名貧困生作為目標對象，給每名困難學生每年資助1,800元作為雜費及生活補助，三年共計27萬元。此外，金蝶還捐贈共3萬元作為獎學金，每學期分別設置了文化成績前十名獎學金、體育專業成績前三名獎學金等獎項，鼓勵學生持續進步。

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9.2.3 Employee Volunteer Team and Internal Mutual Assistance

Consolidating "conscience culture" in their minds, our employees have voluntarily built a volunteer team and care foundation to provide mutual assistance with local communities and among employees

- **Kingdee Volunteer Team**

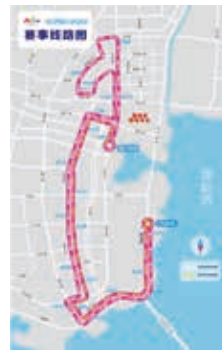
Kingdee Volunteer Team is a volunteer service team composed of Kingdee employees. While core members are responsible for event planning, promotion and execution, proper volunteers are recruited for respective events.

9.2.3 員工義工隊伍與內部愛心互助

「良知文化」鞏固在金蝶每一個員工的心中。我們的員工在公司的支援下，自發組織義工隊伍和愛心基金會，與當地社區守望相助。

金蝶義工隊伍

金蝶義工是一支由金蝶員工組成的義工服務團隊，由隊內骨幹成員負責活動的籌劃，推廣以及執行。隊內志願者採取不固定人員形式，每次活動會招募一批合適的義工參與活動。



In November and December 2017, Kingdee volunteers respectively prepared supplies and set up energy-refueling stations for Nanshan Half Marathon and Shenzhen International Marathon, ensuring the safety and furnishing supplies for contestants.

2017年11月和12月，金蝶義工先後協助深圳南山半程馬拉松賽事和深圳國際馬拉松的補給物品籌備，以及能量補給站設置，為參賽選手保障安全並提供補給。

9 SOCIETY

社會

9.2.4 Kingdee Employee Care & Mutual Assistance Fund

Initiated by Kingdee International Employee Committee and managed and operated by the Fund Council, Kingdee Employee Care & Mutual Assistance Fund is a non-profit charity organization established to reach out to service employees suffering from critical illnesses and major injuries with funds raised by donation. Since its establishment, the Fund has received great support from our employees and received over RMB2.3 million of donations by employee donation and charity sale.

In 2017, Kingdee Employee Care & Mutual Assistance Fund granted over RMB365,464.58 for 6 Kingdee employees or partners. Thus far, the Fund has donated RMB1.6 million to our employees and public service programs.

9.2.4 金蝶員工愛心互助基金會

金蝶員工愛心互助基金會由金蝶國際軟件集團有限公司員工委員會發起，由基金理事會管理並營運，通過募捐形式籌集資金，為金蝶集團遭遇重大疾病、重大傷害的在職員工提供援助的非牟利公益組織。成立至今，愛心基金得到了金蝶員工的大力支持，通過員工個人捐款、愛心義賣等形式，迄今已經收到超過230萬元的善款。

2017年，金蝶愛心互助基金會共幫助6位金蝶員工或夥伴，合共捐贈365,464.58元。自成立至今，基金會援助員工和資助社會公益總金額累計超過160萬元。

10 ENVIRONMENT

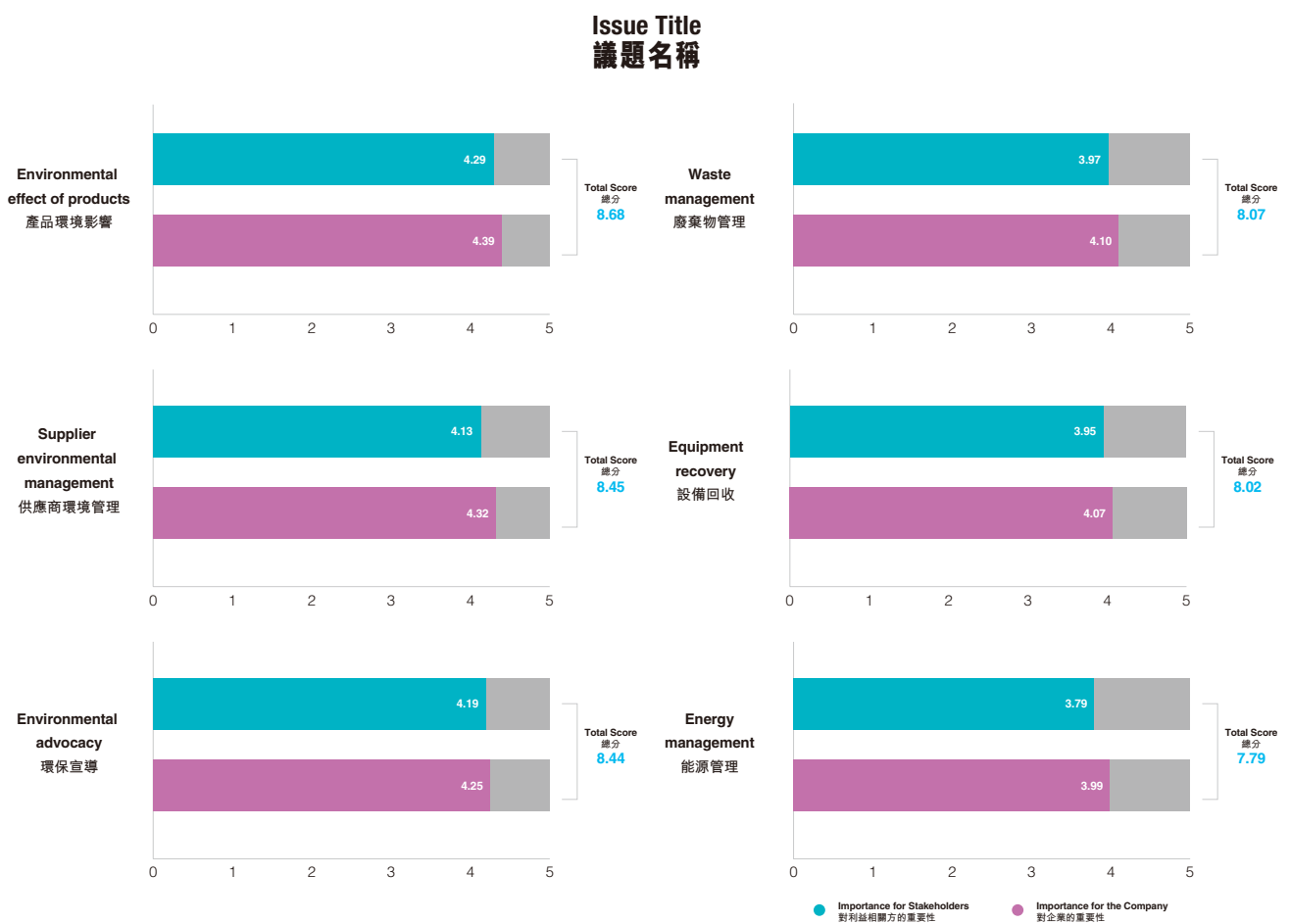
環境

Attaching importance to its own impact on the environment, Kingdee has gradually established its environmental management system as per the requirements of the Environmental, Social and Governance Information Disclosure Guide, Shenzhen carbon verification and related government environmental protection guidelines, and improved in awareness development, data management, and data disclosure. Continuously advancing our cloud platform service, we have been reducing equipment and resource investment and consumption of our product and technology customers from a broader sense, achieving resource and energy conservation for the society and boosting the harmonious development of enterprises and environment.

金蝶關注自身的環境影響，按照《環境、社會及管治資訊披露指引》、深圳市碳核査及政府相關環境保護指引的要求，近年來逐步建立自身的環境管理體系，從意識培養、資料管理、資料披露等方面逐步完善。而我們本身不斷推進的雲平臺服務，則從一個更宏觀的角度為使用我們產品和技術的客戶降低自身在設備和能源上的使用，為整體社會實踐資源和能源上的節約，促進了企業與環境的和諧發展。

Issues involved and their materiality in this chapter:

本章節涉及議題及其重要性：



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環境

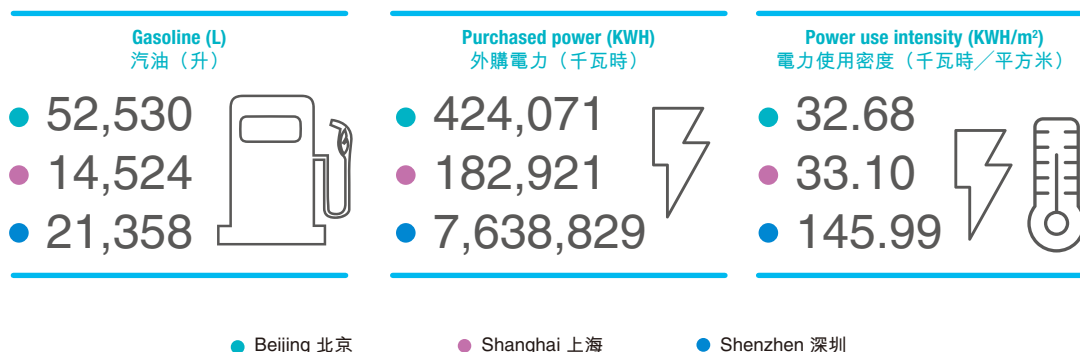
10.1 ENERGY AND CARBON EMISSION MANAGEMENT

10.1.1 Energy Management

As an information technology enterprise, Kingdee primarily attributes its environmental impact to energy consumption in the office areas. Therefore, we have paid high attention to management of energy use to optimize energy efficiency. We have formulated the Energy Use Management System Guide based on *JD Energy Conservation and Emission Reduction System and Measures*, and standardized such energy conservation measures as air conditioner temperature setting, lighting system and company vehicle use.

In 2017, Kingdee specified energy indicators and management aspects in three software parks, defined management methods for energy consumption data, calculated, monitored and analyzed energy use data. We plan to realize real-time cloud statistics of all energy data in 2018 as an integral part of advancing environmental management system.

Energy use of Kingdee in 2017*



* Gasoline consumption is based on the vehicles owned by Kingdee and its controlled companies only, excluding rented vehicles; purchased power is in relation to the office venues used by Kingdee in Beijing, Shanghai and Shenzhen Software Parks.

10.1 能源及碳排放管理

10.1.1 能源管理

作為一家資訊科技企業，金蝶自身的環境影響主要來自辦公區域的能耗，因此我們很關注對自身能源使用的管理工作。我們制定了以《JD節能減耗運行制度及措施》為基礎的能源使用管理制度指引，規範了空調溫度設定、照明系統、公車使用等方面的節能措施。

2017年，金蝶在三大軟件園明確列出了能源指標和管理內容，確立能源數據管理方法，對主要能源使用情況進行統計、監測和分析。我們有計劃會在2018年把所有能源資料進行即時雲端統計，作為進一步推進環境管理體系的重要一環。

2017年金蝶能源使用情況*

* 汽油使用量只計算金蝶及其下屬控股公司所擁有的部份車輛，不包括租用車輛；外購電力統計範圍包括北京、上海、深圳3個軟件園區中金蝶自身使用的辦公場所。

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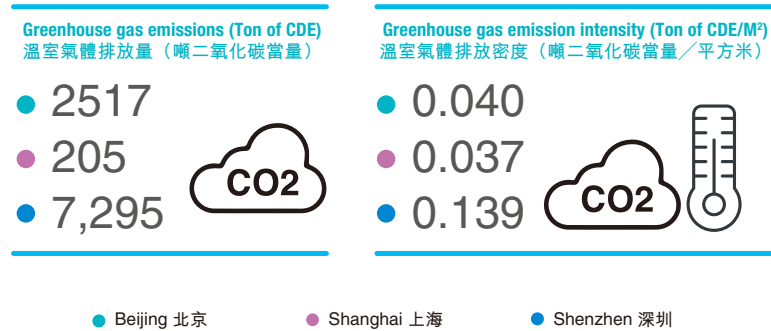
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10.1.2 Carbon Emission Management

Greenhouse gas emission and its management is an issue of global concern. Not an industrial manufacturer, Kingdee doesn't have massive greenhouse gas emissions. The primary source for its greenhouse gas emissions are indirect greenhouse gas emissions generated by power use in the parks. Actively responding to the call of Shenzhen Municipal People's Government since 2016, Kingdee has taken the lead to unfold carbon verification in Shenzhen Software Park. Kingdee has verified its greenhouse gas emission sources and organizational boundary, and passed the inspection of a specialized third-party organization, guaranteeing the accuracy, completeness and availability of greenhouse gas emission information.

The greenhouse gas emissions of Kingdee Software Park (Shenzhen) in 2017 amounted to 7,295.07 tons of CDE, marking a slight decline from 7,311.34 tons of CDE in 2016.

Kingdee's Greenhouse Gas Emissions in 2017:



10.1.2 碳排放管理

溫室氣體的排放及其管理是全球關注的問題。金蝶並不是工業生產性企業，不存在大規模的溫室氣體排放，主要碳排放來自園區的電力使用所產生的間接溫室氣體排放。金蝶自2016年開始，響應深圳市政府的號召，在深圳軟件園率先展開了碳審計工作，確認了溫室氣體排放源以及營運邊界，並通過第三方專業機構審查，確保溫室氣體排放數據的準確性、完整性和可用性。

2017金蝶軟件園（深圳）溫室氣體排放量為7,295.07噸二氧化碳當量，相比2016年的7,311.34噸二氧化碳當量稍有下降。

2017年金蝶溫室氣體排放情況

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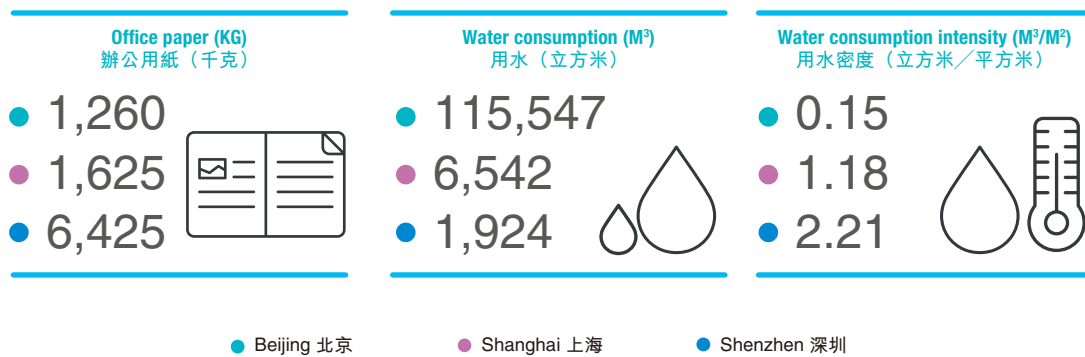
環境

10.2 USE OF RESOURCES AND WASTE MANAGEMENT

10.2.1 Use of Resources

Kingdee considers effective resource management as part of its sustainable development goals. Efforts have been made to actively advance the cloud platform, reducing the needs of office paper to a large extent by storing files in the cloud. A data management system of resource use has been established to calculate major resource types, and continuously optimize the management of resource use by data analysis.

Kingdee's Use of Resources in 2017:



10.2 資源使用及廢棄物管理

10.2.1 資源使用

金蝶把有效的資源管理視為可持續發展目標的一部分。我們通過積極推行雲平臺，將文檔儲存於雲端，大大減少了對辦公用紙的需求。同時，我們建立了資源使用的資料管理體系，對主要的資源類型進行統計，通過資料分析的方式不斷優化對資源使用情況的管理。

2017年金蝶資源使用情況

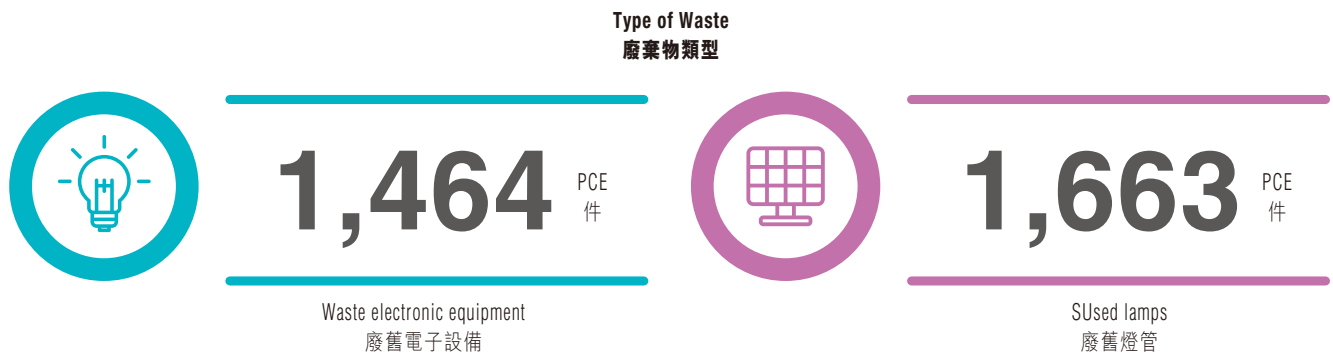
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10.2.2 Waste Management

In strict accordance with the state's laws and related regulations on waste management, Kingdee discharges all waste water to the municipal sewage pipe network for centralized treatment. General garbage, recyclable resources, food waste and used electronic equipment are all disposed as per corresponding procedures. We have entrusted our Property Management Company to enter into the Garbage Clearance Contract with a specialized cleaning service provider for garbage collection and disposal.

In respect of office waste like used batteries and used lamps, we have entrusted a qualified specialized company to dispose such waste, and the Purchase Department to file the contracts. In accordance with the *Fixed Assets Management System*, the waste electronic equipment is handed over to a used electronic equipment recycling company for disposal. Kingdee's office waste in 2017 is shown as follows:



In 2017, Kingdee had no waste disposal related violations.

10.2.2 廢棄物管理

金蝶嚴格遵守國家有關廢棄物管理的相關法律法規，所有廢水均排往市政污水管網集中處理。針對產生的一般垃圾、可回收資源、廚餘垃圾、以及廢舊電子設備等廢棄物，我們都制定了相應的處理流程。我們委托物業管理公司與專業清潔公司簽訂《垃圾清運合同》，由清潔公司統一收集和處理。

針對辦公廢棄物，包括廢舊電池、廢舊燈管等，我們委托有專業處理資格的公司進行處理，並由採購部負責合同存檔。另外，我們根據《固定資產管理制度》的規定，將報廢的電子設備交由廢舊回收公司統一處理。2017年，金蝶的辦公廢棄物產生量如下：

2017年，金蝶未發生廢棄物處置相關的違規情況。

10.3 ENVIRONMENTAL IMPACT

Characteristic of centralized and efficient operation of back-end servers, cloud systems can effectively reduce unit energy consumption, and cut down resource consumption by requirements on front-end server and other equipment configuration. It's based on such role that Kingdee's various cloud systems help enterprise customers decrease related costs and lower their environmental impact. This is also the segment where Kingdee exerts the most active impact on the environment and natural resources.

["Cloud Platform" Improves Computation Efficiency]

"Cloud Platform" provides a series of platform services to support the rapid establishment and deployment of business systems of Kingdee and its customers, achieve server integration and lower operating costs. Furthermore, "Cloud Platform" can optimize the nuance of computing resources, realize adequate sharing and intelligent dispatching of computing resources. Doubling the resource utilization rate, it can reduce the number of computing equipment, and lower the consumption of IDC power resources.

10.3 環境影響

由於雲系統具有後端伺服器集中高效運作的特點，能夠有效降低獨立單位運算的能耗，並且減少企業在前端配置伺服器和其他設備的能源消耗，金蝶的各類雲系統正是發揮著這樣的作用，為客戶企業減少相應的成本，並且降低企業的環境影響，這也是金蝶對環境及天然資源產生最廣泛積極的正面影響。

「雲平臺」助力提高運算效率

「雲平臺」提供一系列的平臺服務來支撐金蝶及其客戶的業務系統進行快速構建和部署、實現伺服器的整合，以降低營運成本。同時，優化了計算資源分配的細微性，實現了計算資源的充分共享及智能調度，能夠將資源的利用率提升一倍以上，減少了計算設備數量，降低了電力資源的消耗。

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["Cloud Reimbursement" Facilitates Mobile Office Operation]

A mobile reimbursement app based on SaaS model, "Cloud Reimbursement" provides whole-process management for fee reimbursement of SMEs. Online application and mobile approval of reimbursement can be realized; real-time alert on reimbursement progress can be provided; financial vouchers can be generated based on the expense account; fee analysis reports can be customized. While saving time and reducing costs for customers, it enhances management efficiency, and decreases resource and energy use.

["Wojia Cloud" Realizes Energy Consumption Management]

A property management platform for property service enterprises, "Wojia Cloud" has been applied by over 500 property projects of SUNAC, Yunnan Juhe Property Service and other enterprises to help realize digital transformation and business model innovation.

In the residential projects of Yunnan Juhe Property Service, "Wojia Cloud" integrated with intelligent energy consumption monitoring device terminal achieves automatic collection and analysis of energy consumption data, and provides digitized basis for decision-making on energy conservation.

Apart from its products, Kingdee has made its contributions to environmental governance of the community based on its sports culture.

Support Environmental Improvement through Sports Culture

Originating from Yangtai Mountain, Dahe River located in Nanshan District, Shenzhen has a drainage area of 92.99 square kilometers and a 13.7-km long main stream. Starting from the exit of stilling pool of the spillway in Changlingpi Reservoir, Dasha River flows from east to west across Changlingpi Village, Fuguang Village, Tanglang Village and Pingshan Village. After conversion with the spillway in Xili Reservoir, it turns and flows from north to south across Zhuguang, Guangqian and Dachong Villages through North Ring Avenue and Shennan Avenue, and empties into Shenzhen Bay at the Binhe Interchange.

This river representative of the charm of Shenzhen is not a natural river. Due to the massive sewage discharges resulting from the large number of residents along the riverway, it was a stinking ditch. Inadequate water treatment efforts had often give the downstream awful stink.

「雲報銷」助力推行移動化辦公

「雲報銷」是基於SaaS模式的一款移動報銷應用，為中小企業費用報銷提供全流程管理。程式會指引客戶於線上申請報銷，允許移動審批，提供報銷進度的即時提醒，並通過報銷單輕鬆發出財務憑證，及定制的費用分析報告，為客戶節省時間和降低成本，提高管理效率，同時節省資源和能源的使用。

「我家雲」助力實現能耗管理

「我家雲」是一款支援物業企業的物業管理平臺，目前有融創中國、雲南巨和物業等企業旗下的超過500個物業專案正在使用，幫助客戶實現物業服務企業的數字化轉型和業務模式革新。

在雲南巨和物業的住宅專案中，「我家雲」通過與節能能耗監控設備終端連接，實現能耗資料的自動收集和分析，為物業公司的節能管理決策提供數字化依據。

除了自身的產品之外，金蝶也在社區中結合自身的運動文化，對社區的環境治理作出自身的貢獻。

以體育文化帶動環境治理

大沙河發源於羊臺山，位於深圳市南山區，長13.7公里，流域面積92.99平方公里，起點在長嶺皮水庫溢洪道消力池出口，由東向西流過長嶺皮村、福光村、塘朗村、平山村，與西麗水庫溢洪道匯流後折轉流向，由北向南流經珠光、光前、大沖村，穿過北環大道、深南大道，在濱河立交處注入深圳灣。

這條充滿深圳城市魅力的大沙河其實並不是一條天然水道，而曾是一條讓周邊居民痛心的「臭水溝」。以前河道兩邊居民眾多，排汗量大，水體承受的壓力很大，流到下遊這一段時往往瀰漫著臭氣。

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To spread its rowing culture, Kingdee has worked with Shenzhen's environmental protection authority to improve the water quality of Dasha River. To support Shenzhen's implementation of Ten Water Improvement Policies, Kingdee has taken Ten Actions with a focus on Shenzhen Bay and Maozhou River to lead the water quality improvement of Four Bays and Five Rivers. Periodic results have been achieved. The water eco-environment quality of Shenzhen Bay and other regions has been significantly improved, drawing a large number of rare birds and fish back there and winning the recognition of the community. After treatment, Dasha River which flows into Shenzhen Bay has noticeably improved water quality, and complies with rowing requirements. The first rowing of rowing boats and opening of the terminal are effective proofs of the river giving play to its role.

On June 3, 2017, the Dasha River Rowing Terminal Opening Ceremony was jointly held by China Rowing Association and Shenzhen Rowing Cultural Exchange Center. Dasha River welcomed its first rowing. Shenzhen Rowing Cultural Exchange Center is opened under the active promotion of Founder Xu Shaochun of Kingdee. Led by Xu Shaochun and other entrepreneurs, increasingly more entrepreneurs have been involved in the promotion of rowing and advancement of urban water area opening to facilitate the popularization of rowing.

金蝶結合自身的賽艇運動文化，投入資源，和深圳環保部門聯手整治大沙河，開展水質改善工程。金蝶全面配合深圳市實施「治水十策」，採取「十大行動」，以深圳灣和茅洲河為重點，全面帶動「四灣五河」水質改善取得階段性成效，特別是深圳河灣等區域水生態環境質量有明顯改善，吸引了大批珍稀鳥類魚類回歸棲息，受到了社會各界的贊賞。深圳灣入灣河流大沙河經過整治，水質已明顯好轉，達到賽艇下水要求。賽艇首劃和碼頭啟用成為河流功能發揮的有效見證。

2017年6月3日，中國賽艇協會和深圳市賽艇文化交流中心聯合舉行大沙河賽艇碼頭啟用儀式，賽艇在大沙河上首次試劃。賽艇文化交流中心是在金蝶集團創始人徐少春的積極推動下開放的，在徐少春和一眾企業家的帶動下，越來越多的企業家參與到賽艇運動推廣中，推動城市開放水域，為賽艇運動的普及化提供支援。

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE

可持續發展表現概述

11.1 POLICY LIST

11.1 政策列表

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規/政策	Internal Policies 內部政策
A Environment 環境	Law of the People's Republic of China on Prevention of Environmental Pollution Caused by Solid Wastes 《中華人民共和國固體廢物污染環境防治法》 Environmental Protection Law of the People's Republic of China 《中華人民共和國環境保護法》	JD Energy Conservation and Emission Reduction System and Measures 《JD節能減耗運行制度及措施》 Fixed Assets Management System 《固定資產管理制度》
B1. Employment 僱傭	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》 Interim Provisions on Labor Dispatch 《勞務派遣暫行規定》 Employment Promotion Law of the People's Republic of China 《中華人民共和國就業促進法》 Social Insurance Law of the People's Republic of China 《中華人民共和國社會保險法》 Provisions of the People's Republic of China on Prohibition of Child Labor 《中華人民共和國禁止使用童工規定》 Law of the People's Republic of China on Protection of Minors 《中華人民共和國未成年人保護法》	Talent Recruitment Management System 《人才招聘管理制度》 Kingdee Qualification Model 《金蝶任職標準模型》 Kingdee Position Description 《金蝶職位職責說明書》 Kingdee Management Regulations on Labor Dispatch 《金蝶集團勞務派遣管理規定》 Performance Management Methods 《績效管理辦法》 Kingdee Employee Code of Conduct 《金蝶員工行為準則》
B2. Health and Safety 健康與安全	Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Fire Control Law of the People's Republic of China 《中華人民共和國消防法》 Production Safety Law of the People's Republic of China 《中華人民共和國安全生產法》 Law of the People's Republic of China on Prevention and Control of Occupational Diseases 《中華人民共和國職業病防治法》 Regulations on Workers' Compensation Insurance 《工傷保險條例》 Regulations on the Supervision and Administration of Occupational Health in the Workplace 《工作場所職業衛生監督管理規定》 Regulations on the Reporting, Investigation and Handling of Production Safety Accidents 《生產安全事故報告和調查處理條例》	Kingdee Employee Code of Conduct 《金蝶員工行為準則》
B3. Development and Training 發展及培訓		Management Measures for Kingdee New Employees Training 《金蝶新員工培訓管理方法》 Mentor System for New Employees 《新員工入職導師制》 Kingdee Management Measures for Professional Programs Development 《金蝶專業類課程開發管理辦法》 Kingdee Management Measures for Internal Lecturer 《金蝶內部講師管理辦法》 Kingdee Management Measures for Software Employee Training 《金蝶軟件員工培訓管理辦法》

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE 可持續發展表現概述

ESG Indicator ESG指標	Laws and Regulations/Policies 法律法規／政策	Internal Policies 內部政策
B5. Supply Chain Management 供應鏈管理	Law of the People's Republic of China on Bid Invitation and Bidding 《中華人民共和國招投標法》	Rules on Tendering Management of the Group 《集團招標管理細則》 Rules on Vendor Management of the Group 《集團供應商管理細則》 Procurement Management System of the Group 《集團採購管理制度》
B6. Product Responsibility 產品責任	Trademark Law of the People's Republic of China 《中華人民共和國商標法》 Advertising Law of the People's Republic of China 《中華人民共和國廣告法》 Product Quality Law of the People's Republic of China 《中華人民共和國產品品質法》 Law of the People's Republic of China on Protection of the Rights and Interests of Consumers 《中華人民共和國消費者權益保護法》 Network Security Law of the People's Republic of China 《中華人民共和國網路安全法》 Intellectual Property Law of the People's Republic of China 《中華人民共和國知識產權法》	Ruling and Handling Procedures for Conflicts among Kingdee's Chinese Partners 《金蝶中國夥伴間衝突事宜裁決及處理流程》 Management Measures for Assets of Kingdee KIS Customers 《金蝶KIS客戶資產管理辦法》 Management System for Business Opportunities of Kingdee KIS 《金蝶KIS商機管理制度》 Franchise and Management Measures for Product Marketing Partners of Kingdee KIS 2017 《2017年金蝶KIS產品營銷夥伴加盟與管理辦法》 Kingdee Management Measures for Customer Complaints 《金蝶客戶投訴管理辦法》 Kingdee Business Code of Conduct 《金蝶商業行為準則》 Kingdee Management Measures for Trademarks 《金蝶商標管理辦法》 Management Measures for Copyright 《著作權管理辦法》 Management Measures for Patents 《專利管理辦法》
B7. Anti-corruption 反貪腐	Criminal Law of the People's Republic of China 《中華人民共和國刑法》 Company Law of the People's Republic of China 《中華人民共和國公司法》 Anti-Money Laundering Law of the People's Republic of China 《中華人民共和國反洗錢法》 Anti-monopoly Law of the People's Republic of China 《中華人民共和國反壟斷法》 Anti-unfair Competition Law of the People's Republic of China 《中華人民共和國反不正當競爭法》 Interim Provisions on Prohibiting Commercial Bribery 《關於禁止商業賄賂行為的暫行規定》	Kingdee Business Code of Conduct 《金蝶商業行為準則》 Employment Contract 《勞動合同》 Regulations for Prohibition on Employees' Improper Conduct 《禁止員工不正當行為的規定》

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE

可持續發展表現概述

11.2 KEY PERFORMANCE INDICATORS LIST

11.2 關鍵績效指標列表

ESG Indicator ESG指標	Unit 單位	Total 總數
A1. Emissions 排放物		
A1.2 Greenhouse Gas Emissions and Intensity 溫室氣體排放量及密度		
Greenhouse Gas Emissions (Scope I & Scope II) 溫室氣體排放量(範疇一&範疇二)	Ton of CDE 噸二氧化碳當量	8,017
Greenhouse Gas Emissions per RMB1 Million of Revenue 溫室氣體排放密度(每百萬營業額)	Ton of CDE/RMB ¹ Million of Revenue 噸二氧化碳當量/百萬營業額	3.49
Greenhouse Gas Emission Intensity 溫室氣體排放密度(每平方米)	Ton of CDE/m ² 噸/平方米	0.072
A1.3 & A1.4 Wastes 廢棄物		
Waste Electronic Equipment (Company-wide) 廢舊電子設備(包括全公司)	PCE 件	1,464
Waste Lamps 廢舊燈管	PCE 件	1,664
A2. Use of Resources 資源使用		
A2.1 Total Energy Consumption and Intensity 能源總耗量及密度		
Gasoline 汽油	Liter 升	88,412
Purchased Power 外購電力	KWH 千瓦時	8,245,821
Power Intensity 電力使用密度	KWH/m ² 千瓦時/平方米	70.59

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE

可持續發展表現概述

ESG Indicator ESG指標	Unit 單位	Total 總數
A2.2 Water Resource Consumption and Intensity 水資源消耗量及密度		
Total Water Consumption 總用水	m ³ 立方米	124,013
Water Consumption Intensity 用水密度	m ³ /m ² 立方米/平方米	1.18
A2.3 Resource Consumption 資源使用量		
Office Paper 辦公用紙	KG 千克	9,310

Notes:

- The environmental data in 2017 includes the data of emissions, resource consumption and carbon emissions generated by Kingdee's business operation, exclusive of that of other companies or rental premises in the Software Park.
- Carbon emissions refer to carbon dioxide emissions only, exclusive of emissions of methane, nitrous oxide and other greenhouse gases from other emission sources.
- As can be noted from its business operation, Kingdee International has no significant waste gas emissions, including emissions of nitric oxide, sulfur oxide and other pollutants regulated by the state's laws and regulations.
- In accordance with the ISO 14064 International Standard for GHG Emissions, direct greenhouse gas emissions (Scope I) are from emission sources directly owned and controlled by the organization, such as emissions of transportation vehicles owned by the organization; indirect greenhouse gas emissions (Scope II) are from indirect energy emission sources, such as greenhouse gas emissions generated from purchased power.
- Carbon dioxide is calculated as per the *(Tentative) Guide for Calculation Methods and Reporting Methods of Enterprise Greenhouse Gas Emissions of Other Industries* issued by the State Development and Reform Commission. The emission factor of purchased power adopts the *Benchmark Emission Factor of Regional Power Grids in China* released by South China's regional power grids every year.

註：

- 2017年度全年環境資料涵蓋金蝶業務範圍內所產生的排放物、資源消耗和碳排放量，不包含軟件園其他公司或企業外租部分的環境資料。
- 碳排放量僅指二氧化碳排放量，不包含其他排放源所排放的甲烷、氧化亞氮等溫室氣體類型。
- 基於金蝶國際的業務內容，其在運作過程中所產生的廢氣排放，包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物排放並不顯著。
- 根據ISO 14064溫室氣體審計標準，直接溫室氣體排放（範疇一）針對直接來自於組織所擁有及控制的排放源，如自身所擁有的交通工具的排放；間接溫室氣體排放（範疇二）針對能源間接排放源，如外購電力而造成的溫室氣體排放。
- 根據國家發改委的《工業其他行業企業溫室氣體排放核算方法及報告方法指南（試行）》對二氧化碳進行核算，其中外購電力排放因數採用南方區域電網基於每年發佈的《中國區域電網基準線排放因數》。

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE

可持續發展表現概述

ESG Indicator ESG指標		Unit 單位	Total 總數
B1. Employment 僱傭			
B1.1			
	Total number of staff 員工總人數	Person 人	6,634
Group by Gender 按性別劃分	Number of male staff 男性員工	Person 人	4,367
	Number of female staff 女性員工	Person 人	2,267
Group by Type of staff 按僱員類型劃分	Number of management staff 管理線員工	Person 人	1,141
	Number of speciality staff 專業線員工	Person 人	5,493
Group by Educational background 按學歷劃分	Associate Degree and below 專科及以下	Person 人	1,409
	Bachelor's Degree 本科	Person 人	4,793
	Master's Degree and above 研究生及以上	Person 人	422
Group by Age 按年齡劃分	Aged 29 and below 29歲及以下	Person 人	3,425
	Aged 30 to 49 30-49歲	Person 人	3,155
	Aged 50 or above 50歲或以上	Person 人	54
Group by Region 按地區劃分	Mainland China 中國大陸	Person 人	6,607
	Hong Kong, Macau and Taiwan 港澳臺	Person 人	25
	Overseas 海外	Person 人	2
Other Categories 其他類別	Staff in maternity leave 處於產假、待產假僱員	Person 人	80
	Staff back to work after maternity leave 產假後複職僱員	Person 人	56
	Staff eligible for retirement within the next five years 未來五年內合資格退休僱員	Person 人	15

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE 可持續發展表現概述

ESG Indicator ESG指標		Unit 單位	Total 總數
B2. Health and Safety 健康與安全			
B2.1	Work related deaths 因工作關係死亡人數	Person 人	0
	Injuries 工傷次數	Time 次	1
B2.2			
	Total days lost due to work-related injuries 因工傷損失總日數	Day 天	31
B3. Development and Training 發展與培訓			
B3.1			
	Training participants 總受訓次數	Participant 人次	2,072
Group by Gender 按性別劃分	Number of male staff trained 男性員工受訓次數	Participant 人次	1,433
	Number of female staff trained 女性員工受訓次數	Participant 人次	639
Group by Type of staff 按僱員類型劃分	Management staff trained 管理線員工受訓次數	Participant 人次	303
	Specialty staff trained 專業線員工受訓次數	Participant 人次	1,769
Group by Type of training 按訓練類型劃分	Leadership training 領導能力培訓次數	Participant 人次	316
	Qualification training 任職資格培訓次數	Participant 人次	784
	Induction training 新員工培訓次數	Participant 人次	972

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE

可持續發展表現概述

ESG Indicator ESG指標		Unit 單位	Total 總數
B3.2			
	Total staff training hours 全體員工總受訓時數	Hour 小時	42,700
Group by Gender 按性別劃分	Male staff training hours 男性員工受訓練時數	Hour 小時	30,004
	Female staff training hours 女性員工受訓練時數	Hour 小時	12,696
Group by Type of staff 按僱員類型劃分	Management staff training hours 管理線員工受訓練時數	Hour 小時	7,320
	Speciality staff training hours 專業線員工受訓練時數	Hour 小時	35,380
Group by Type of training 按訓練類型	Leadership training 領導能力培訓時數	Hour 小時	8,832
	Qualification training 任職資格培訓時數	Hour 小時	10,908
	Induction training 新員工培訓時數	Hour 小時	22,960
B3.3			
	Average training hours of staff 平均受訓時數	Hour/person 小時/人	6.43
Group by Gender 按性別劃分	Average training hours of male staff 男性員工平均受訓時數	Hour/person 小時/人	6.87
	Average training hours of female staff 女性員工平均受訓時數	Hour/person 小時/人	5.60
Group by Type of staff 按僱員類型劃分	Average training hours of management staff 管理線員工平均受訓時數	Hour/person 小時/人	6.42
	Average training hours of speciality staff 專業線員工平均受訓時數	Hour/person 小時/人	6.44

11 OVERVIEW OF SUSTAINABLE DEVELOPMENT PERFORMANCE 可持續發展表現概述

ESG Indicator ESG指標		Unit 單位	Total 總數
B5. Supplier Management 供應商管理			
B5.1			
Group by Region 按地區劃分	China 中國	Supplier 個	412
	Overseas 海外	Supplier 個	1
B6. Product Responsibility 產品責任			
B6.2			
	Total number of complaints 總投訴數量	Complaint 宗	5,396
Group by Complaint Channels 按投訴方式劃分	Type of complaint 投訴電話	Complaint 宗	5,321
	Complaint e-mail 投訴郵件	Complaint 宗	58
	Official letter 公函	Complaint 宗	5
	Microblog 微博	Complaint 宗	10
	President's Mailbox 總裁信箱	Complaint 宗	2
B7. Anti-corruption 反貪腐			
B7.1			
Group by type of violations 按違規類型劃分	Establish a company privately or take a second job as part-time work 員工私設公司或兼職從事第二職業	person 人	9
	Establish a company privately and undertake outsourcing business 員工私設公司並承接外包業務	person 人	2
	Take a second job as part-time work illegally 違規兼職第二職業	person 人	1
	Fabricate labor relation 虛構勞動人員關係	person 人	3
	Engage in a partnership operation illegally 違規參與夥伴經營	person 人	1

12 INDEX TO THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE 《環境、社會及管治報告指引》內容索引

Issue 議題	Guide Requirements 指引要求	Sections 報告章節	Remarks 備註
A. Environmental 供應商管理			
A1 Emissions 排放物	General Disclosure 一般披露	10.1 Energy and Carbon Emission Management 能源及碳排放管理 10.2 Use of Resources and Waste Management 資源使用及廢棄物管理	A1.1 is not applicable to Kingdee as emissions are not an important aspect for business operation. 氣體排放對公司的營運而言並非重要範疇，故A1.1不適用
	Key Performance Indicators A1.2, A1.3, A1.4, A1.5, A1.6 關鍵性績效指標A1.2 · A1.3 · A1.4 · A1.5 · A1.6		
A2 Use of Resources 資源使用	General Disclosure 一般披露	10.1 Energy and Carbon Emission Management 能源及碳排放管理 10.2 Use of Resources and Waste Management 資源使用及廢棄物管理	A2.5 is not applicable to Kingdee as we don't use packaging materials for our products. 公司主營業務的產品不需使用包裝材料，故A2.5不適用
	Key Performance Indicators A2.1, A2.2, A2.3, A2.4 關鍵性績效指標A2.1 · A2.2 · A2.3 · A2.4		
A3 Environment and Natural Resources 環境及天然資源	General Disclosure 一般披露	10.3 Environmental Impact 環境影響	
	Key Performance Indicators A3.1 關鍵性績效指標A3.1		
B. Social 社會			
B1 Employment 僱傭	General Disclosure 一般披露	7.1 Basic Talent Policy 人才基本方針	
	Key Performance Indicators B1.1, B1.2 關鍵性績效指標B1.1 · B1.2		
B2 Health and Safety 健康與安全	General Disclosure 一般披露	7.3 Employee Care 員工關懷	
	Key Performance Indicators B2.1, B2.2, B2.3 關鍵性績效指標B2.1 · B2.2 · B2.3		
B3 Development and Training 發展與培訓	General Disclosure 一般披露	7.2 Development and Training 發展與培訓	
	Key Performance Indicators B3.1, B3.2 關鍵性績效指標B3.1 · B3.2		

12 INDEX TO THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE 《環境、社會及管治報告指引》內容索引

Issue 議題	Guide Requirements 指引要求	Sections 報告章節	Remarks 備註
B4 Labor Rules 勞工準則	General Disclosure 一般披露	7.1 Basic Talent Policy 人才基本方針	
	Key Performance Indicators B4.1, B4.2 關鍵性績效指標B4.1 · B4.2		
B5 Supply Chain Management 供應鏈管理	General Disclosure 一般披露	6.3 Multi-win Cooperation 多方共贏	
	Key Performance Indicators B5.1, B5.2 關鍵性績效指標B5.1 · B5.2		
B6 Product Responsibility 產品責任	General Disclosure 一般披露	6.2 Excellent Service 卓越服務	B6.1 not applicable to corporate business 不適用於公司業務，故不披露
	Key Performance Indicators B6.2, B6.3, B6.4, B6.5 關鍵性績效指標B6.2 · B6.3 · B6.4 · B6.5		
B7 Anti- corruption 反貪污	General Disclosure 一般披露	5.4 Professional Ethics and Construction of a Clean and Honest Enterprise 職業道德與 廉政建設	
	Key Performance Indicators B7.1, B7.2 關鍵性績效指標B7.1 · B7.2		
B8 Community 社區	General Disclosure 一般披露	8.1 Conscience Culture 良知文化 8.2 Innovation Culture 創新文化 8.3 Innovation Culture 創新文化 9.1 Charity Work 公益慈善 9.2 Chinese Management Model Research 中國管理模式研究	
	Key Performance Indicators B8.1, B8.2 關鍵性績效指標B8.1 · B8.2		

13 GRI GUIDELINE INDEXES – KEY ITEMS

全球報告倡議組織(GRI)準則內容索引 – 核心選項

GRI Guideline Indicator GRI準則指標	Description 詳情	Citation 引用	Remarks 備註
General Standard Disclosure 一般標準披露			
Organization Overview 機構概況			
102-1	Organization Name 機構名稱	1 About Kingdee 關於金蝶	
102-2	Activities, Brands, Products & Services 活動、品牌、產品及服務	1 About Kingdee 關於金蝶	
102-3	Location of Headquarter 機構總部的所在地	1 About Kingdee 關於金蝶	Shenzhen 深圳
102-4	Place of Operation 營運活動地點	1 About Kingdee 關於金蝶	China 中國
102-5	Ownership and Legal Form 所有權與法律形式	1 About Kingdee 關於金蝶	A limited company listed on the Stock Exchange of Hong Kong 有限公司，在香港聯合交易所上市
102-6	Markets 服務的市場	1 About Kingdee 關於金蝶	
102-7	Scale 機構規模	1 About Kingdee 關於金蝶	
102-8	Information of Employees and Other Workers 員工及其他工作者的資料	7.1 Basic Talent Policy 人才基本方針	
102-9	Supply Chain Description 對供應鏈的描述	6.3 Multi-win Cooperation 多方共贏	
102-10	Major Changes of Organization Scale, Structure, Ownership or Supply Chain 組織規模、架構、所有權或供應鏈的重大變化	N/A 不適用	No major changes 沒有重大變化
102-11	Due Diligence 講述如何按謹慎的方針行事	5.4 Professional Ethics and Construction of a Clean and Honest Enterprise 職業道德與廉政建設， 6.2 Excellent Service 卓越服務， 6.3 Multi-win Cooperation 多方共贏， 7.1 Basic Talent Policy 人才基本方針	
102-12	Covenants Supported 支持的約章	5.4 Professional Ethics and Construction of a Clean and Honest Enterprise 職業道德與廉政建設， 6.2 Excellent Service 卓越服務， 6.3 Multi-win Cooperation 多方共贏， 7.1 Basic Talent Policy 人才基本方針	
102-13	Organizations Joined 參與的組織	2 About This Report 關於本報告， 5.1 ESG Management Structure ESG管理架構	

13 GRI GUIDELINE INDEXES – KEY ITEMS

全球報告倡議組織(GRI)準則內容索引－核心選項

GRI Guideline Indicator GRI準則指標	Description 詳情	Citation 引用	Remarks 備註
Strategy and Analysis 策略與分析			
102-14	Decision-maker's Statement 決策者的聲明	3 Message from the Chairman 主席寄語	
Morality and Integrity 道德與誠信			
102-16	Values, Principles, Criteria and Code of Conduct 描述機構的價值觀、原則、標準和行為規範	3 Message from the Chairman 主席寄語 · 8.1 Conscience Culture 良知文化 8.2 Innovation Culture 創新文化 8.3 Sports Culture 運動文化	
Governance 管治			
102-18	Governance Structure 管治架構	5.1 ESG Management Structure ESG管理架構	
Communication with Stakeholders 與利益相關方溝通			
102-40	Stakeholders of Organization 機構接觸的利益相關方	5.2 Identification of and Communication with Stakeholders 利益相關方識別和溝通	
102-41	Collective Bargaining Agreement 集體談判協定	N/A 不適用	All employees have joined the Labor Union. 所有員工已加入工會
102-42	Stakeholder Identification and Selection Criterion 識別和選擇利益相關方的基準	5.2 Identification of and Communication with Stakeholders 利益相關方識別和溝通	The identification criterion of stakeholders is the mutual influence between stakeholders and day-to-day operation of the Group. 識別利益相關方的基準是他們與集團日常運作的相互影響
102-43	Communication Methods with Stakeholders 與利益相關方溝通的方式	5.2 Identification of and Communication with Stakeholders 利益相關方識別和溝通	
102-44	Key Issues and Concerns Raised by Stakeholders and Responses of Organization 利益相關方提出的關鍵議題和關注事項，以及機構的回應	5.2 Identification of and Communication with Stakeholders 利益相關方識別和溝通	

13 GRI GUIDELINE INDEXES – KEY ITEMS

全球報告倡議組織(GRI)準則內容索引 – 核心選項

GRI Guideline Indicator GRI準則指標	Description 詳情	Citation 引用	Remarks 備註
Reporting Practices 匯報實務			
102-45	Entities Included in the Financial Statements; Entities not Included in this Report 財務報表包含的實體；提及本報告沒有涵蓋的實體	2 About This Report 關於本報告	
102-46	Definition of Report Contents and Issue Boundary 界定報告內容和議題邊界	2 About This Report 關於本報告	
102-47	Material Issues and List 重大性議題列表	5.4 Material Issues and List 重要性議題及列表	
102-48	Reason and Purpose of Reiterating Information Mentioned in Previous Reports 為何重申某些在之前的報告已提及的資料，以及此舉的作用	N/A 不適用	
102-50	Major Changes of Reporting Scope/Scope Boundary 報告範圍／範疇界限的重大改變	2 About This Report 關於本報告	No major changes of scope and boundary of the report 報告範疇及界限無重大改變
102-50	Reporting Period 報告期	2 About This Report 關於本報告	
102-51	Date of Last Report 上一份報告的日期	N/A 不適用	Please refer to the Kingdee International Environmental, Social and Governance Report 2016. 請參閱金蝶國際2016年環境、社會及管治報告
102-52	Reporting Cycle 報告週期	2 About This Report 關於本報告	
102-53	Contact Information 聯絡資料	2 About This Report 關於本報告	
102-54	GRI Items to be Followed 依循的GRI選項	2 About This Report 關於本報告	
102-55	GRI Indexes GRI內容索引	12 GRI Guideline Indexes 全球報告倡議組織(GRI)準則內容索引	Key Items 核心選項
102-56	External Certification 外界認證	N/A 不適用	

13 GRI GUIDELINE INDEXES – KEY ITEMS

全球報告倡議組織(GRI)準則內容索引 – 核心選項

GRI Guideline Indicator GRI準則指標	Description 詳情	Citation 引用	Remarks 備註
Management Methods 管理方式			
103-1	Explanation of Description and Boundary of Key Issues 解釋重大議題的描述及邊界	5.3 Material Issues and List 重要性議題及列表	
103-2	Management Methods and Their Factors 管理方式及其要素	5.1 ESG Management Structure ESG管理架構	
103-3	Review of Management Methods 管理方法的檢討	5.1 ESG Management Structure ESG管理架構	
Economic Issues 經濟議題			
Economic Performance 經濟表現			
Management Methods 管理方法		6.2 Excellent Service 卓越服務	
201-1	Direct Economic Value Generated and Distributed by Organization 組織所產生及分配的直接經濟價值	6.1 Product Value 產品價值	
Indirect Economic Impact 間接經濟影響			
Disclosure of Management Methods 披露管理方法		9.1 Charity Work 公益慈善	
203-1	Infrastructure Investment and Supporting Service and Their Impact 開展基礎設施投資與支援性服務及其影響	9.1 Charity Work 公益慈善	
Purchase Practices 採購實務			
Disclosure of Management Methods 披露管理方法		6.3 Multi-win Cooperation 多方共贏	
204-1	Ratio of Expenditure Generated by Procurement from Local Suppliers 來自當地供應商採購的支出比例	6.3 Multi-win Cooperation 多方共贏	Categorized into domestic and overseas suppliers 分為國內和海外供應商兩類

13 GRI GUIDELINE INDEXES – KEY ITEMS

全球報告倡議組織(GRI)準則內容索引 – 核心選項

GRI Guideline Indicator GRI準則指標		Description 詳情	Citation 引用	Remarks 備註
Environmental Issues 環境議題				
Energy 能源				
Disclosure of Management Methods 披露管理方法			10.1 Energy and Carbon Emission Management 能源及碳排放管理	
302-1	Internal Energy Consumption of Organization 組織內部的能源消耗量		10.1 Energy and Carbon Emission Management 能源及碳排放管理	
302-3	Energy Intensity 能源強度		4 Development Overview in 2017 2017年發展概覽， 10.1 Energy and Carbon Emission Management 能源及碳排放管理	
Water 水				
Disclosure of Management Methods 披露管理方法			10.2 Use of Resources and Waste Management 資源使用及廢棄物管理	
303-1	Total Water Withdrawals by Source 依來源劃分的總取水量		10.2 Use of Resources and Waste Management 資源使用及廢棄物管理	Municipal water of different cities is the only water source within the scope of report. 報告範圍內，各地市政供水是唯一的取水源
Emissions 排放				
Disclosure of Management Methods 披露管理方法			10.1 Energy and Carbon Emission Management 能源及碳排放管理	
305-1	Direct Greenhouse Gas Emissions (Scope I) 直接溫室氣體排放(範疇一)		N/A 不適用	Not applicable as Kingdee's business scope involves no massive direct emissions of greenhouse gases 金蝶業務範圍不存在大規模的直接溫室氣體排放，故不適用
305-2	Indirect Greenhouse Gas Emissions (Scope II) 能源間接溫室氣體排放量(範疇二)		4 Development Overview in 2017 2017年發展概覽， 10.1 Energy and Carbon Emission Management 能源及碳排放管理	

13 GRI GUIDELINE INDEXES – KEY ITEMS

全球報告倡議組織(GRI)準則內容索引 – 核心選項

GRI Guideline Indicator GRI準則指標		Description 詳情	Citation 引用	Remarks 備註
Waste Water 污水廢棄物				
Disclosure of Management Methods 披露管理方法			10.2 Use of Resources and Waste Management 資源使用及廢棄物管理	
306-2	Total Waste Weight by Category and Disposal Method 按類別及處置方法劃分的廢棄物總重量		10.2 Use of Resources and Waste Management 資源使用及廢棄物管理	
Social Issues 社會議題				
Employment 僱傭				
Disclosure of Management Methods 披露管理方法			7.1 Basic Talent Policy 人才基本方針	
401-1	New Employees and Separated Employees 新入職員工和離職員工		7.1 Basic Talent Policy 人才基本方針	
Occupational Health and Safety 職業健康與安全				
Disclosure of Management Methods 披露管理方法			7.3 Employee Care 員工關懷	
Training and Education 培訓與教育				
Disclosure of Management Methods 披露管理方法			7.2 Development and Training 發展與培訓	
404-1	Average Hours of Training Received Per Employee 每名員工每年接受訓練的平均時數		7.2 Development and Training 發展與培訓	
Local Communities 本地社區				
Disclosure of Management Methods 披露管理方法			9.1 Charity Work 公益慈善， 9.2 Chinese Management Model Research 中國管理模式研究	
413-1	Operating Activities of Community Involvement, Community Impact Assessment and Community Development Plans 進行社區參與、社會影響評估及社區發展計畫的營運活動		4 Development Overview in 2017 2017年發展概覽， 9.1 Charity Work 公益慈善， 9.2 Chinese Management Model Research 中國管理模式研究	

13 GRI GUIDELINE INDEXES – KEY ITEMS

全球報告倡議組織(GRI)準則內容索引 – 核心選項

GRI Guideline Indicator GRI準則指標	Description 詳情	Citation 引用	Remarks 備註
Customer Health and Safety 顧客健康與安全			
Disclosure of Management Methods 披露管理方法		6.2 Excellent Service 卓越服務	
413-1	Incidents in Violation of Product and Service Health and Safety Regulations 違反有關產品及服務的健康和安全法規的事件	N/A 不適用	No related incident within the reporting period 報告期內沒有發生有關事件
Customer Privacy 客戶隱私			
Disclosure of Management Methods 披露管理方法		6.2 Excellent Service 卓越服務	
419-1	Verified Complaints in Relation to Violation of Customer Privacy or Loss of Customer Information 經證實與侵犯顧客隱私權或遺失顧客資料有關的投訴次數	N/A 不適用	No related incident within the reporting period 報告期內沒有發生有關事件
Legal Compliance 遵守法規			
Disclosure of Management Methods 披露管理方法		11.1 Policy List 政策列表	
307-1	Violation of Environmental Laws and Regulations 違反環境方面的法律和規定	N/A 不適用	No violations within the reporting period 報告期內沒有發生違規事件
419-1	Violation of Social Laws and Regulations 違反社會方面的法律和規定	N/A 不適用	No violations within the reporting period 報告期內沒有發生違規事件



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