



2023

金蝶國際軟件集團有限公司
環境、社會及管治報告

KINGDEE INTERNATIONAL SOFTWARE GROUP COMPANY LIMITED
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Stock Code 股份代號: 268

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About This Report

本報告是金蝶國際軟件集團有限公司發佈的第 8 份環境、社會及管治（ESG）報告。對外披露公司 2023 年在環境、社會、治理方面的實踐和相關績效。我們期望通過發佈 ESG 報告的方式，加強與利益相關方溝通，凝聚共識，實現可持續發展。

This report is the 8th Environmental, Social and Governance (ESG) report released by Kingdee Software Group Co., Ltd., disclosing the company's practices and related performance in environmental, social, and governance aspects in 2023. We spare no effort to strengthen communication with stakeholders, reach consensus, and achieve sustainable development by publishing the ESG report.

時間範圍

Reporting Period

2023 年 1 月 1 日至 2023 年 12 月 31 日，部分內容往前後年度適度延伸。

The reporting period is from January 1, 2023, to December 31, 2023, with some content appropriately extending to the previous and subsequent years.

報告範圍

Scope of Report

以「金蝶國際軟件集團有限公司」為主體，包括其下屬企業。

The main focus of this report is "Kingdee Software Group Co., Ltd.," including its subsidiaries.

編制依據

Compilation Basis

全球可持續發展標準委員會（GSSB）《可持續發展報告指南》（GRI Standards）

Global Sustainability Standards Board (GSSB) *Sustainability Reporting Guidelines* (GRI Standards)

香港聯合交易所《主板上市規則》附錄 C2《環境、社會及管治報告指引》（《ESG 指引》）

Appendix C2 to the *Environmental, Social and Governance Reporting Guidelines* (the "ESG Guidelines") of the *Main Board Listing Rules* of the Stock Exchange of Hong Kong

可持續發展會計準則委員會（SASB）《軟件和 IT 服務可持續發展會計準則》

Sustainability Accounting Standards Board (SASB) *Sustainability Accounting Standards for Software and IT Services*

氣候相關財務信息披露工作組（TCFD）披露建議

Task Force on Climate-related Financial Disclosures (TCFD) Disclosure Recommendations

聯合國 2030 可持續發展目標（SDGs）

United Nations Sustainable Development Goals 2030 (SDGs)

數據來源

Data Source

報告中所使用數據均來自公司正式文件、統計報告或有關公開數據。

The data used in the report is retrieved from the official documents, statistical reports and public information of Kingdee Software Group.

可靠性保證

Reliability Assurance

公司保證本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏。

The company assures that there are no false records, misleading statements, or material omissions in the content of this report.

稱謂說明

Definitions

為便於表述和閱讀，在本報告中，「金蝶國際軟件集團有限公司」有時也以「金蝶國際」「金蝶」「公司」或「我們」表示。報告所用簡稱均與 2023 年年度報告所界定者具有相同含義。

For the purposes of expression and readability, "Kingdee Software Group Company Limited" is referred to as "Kingdee," "the Company," or "We" in this report. The abbreviations used in the report have the same meanings as those defined in the 2023 annual report.

報告獲取

Access This Report

本報告以電子版方式提供。您可以登錄公司網站（<https://www.kingdee.com/esg>）、香港聯合交易所披露易（https://www.hkexnews.hk/index_c.htm）下載報告電子版。

This report is available in electronic version. You can download the electronic version of the report from the company's website (<https://www.kingdee.com/esg>) or the Hong Kong Stock Exchange's Disclosure of Information website (https://www.hkexnews.hk/index_c.htm).

意見反饋

Feedback and Suggestions

如您對本報告有任何疑問或建議，歡迎掃描右側二維碼或通過上述電子郵箱向我們反饋，謝謝！

Please scan QR code on the right or email your opinions or advice on the report to us. Thank you!



董事會聲明

Statement of the Board

本公司董事會及全體董事成員保證本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，對董事會 ESG 監督及管理作出如下聲明：

The Board of Directors and all its members of the company guarantee that there are no false records, misleading statements, or material omissions in the content of this report, and make the following declarations regarding the Board's ESG oversight and management responsibilities.

本公司已建立有效的可持續發展管理機制，形成分工明確的環境、社會及管治治理架構。ESG 管理層薪酬引入了可持續發展績效考核機制，與集團可持續發展績效掛鉤。

The company has established an effective sustainable development management mechanism, forming a clear organizational structure in the environment, social, and governance (ESG). The compensation structure for ESG management has incorporated a performance evaluation system tailored for sustainable development, ensuring alignment with the group's progress towards sustainable objectives.

報告期內，董事會審閱了公司 ESG 實質性議題重要性及優次順序的評估及判定結果，對可能影響本公司長期可持續發展的 ESG 議題提出觀點及建議，具體內容可參考本報告「可持續發展治理—實質性議題識別與確認」章節。此外，董事會透過 ESG 管理層定期匯報、專項匯報等方式，更清晰地理解不斷演進的 ESG 格局以及各利益相關方對本公司 ESG 表現的反饋和期望，本年度審閱重要事項包括但不限於：公司 2023 年度 ESG 報告、國際可持續發展準則理事會（ISSB）發佈的兩份可持續相關財務信息披露準則、香港交易所關於《優化環境、社會及管治框架下的氣候相關信息披露》諮詢文件等。

In the reporting period, the Board of Directors reviewed the assessment and determination results of the importance and priority of the company's ESG material issues and provided opinions and suggestions on those that might affect the long-term sustainable development of the company. Please refer to "Sustainable Development Governance - Identification and Confirmation of Substantive Issues" section of this report for more details. In addition, through regular reporting and special reporting from the ESG management, the Board gained a clearer understanding of the evolving ESG landscape, feedback and expectations from stakeholders regarding the company's ESG performance. Key items reviewed include but are not limited to, the company's 2023 ESG report, two sets of sustainability-related financial disclosure standards issued by the International Sustainability Standards Board (ISSB), and the Hong Kong Exchange's consultation paper on *Enhancing Climate-related Disclosures under the ESG Framework*.

未來，董事會將持續監管及完善本公司 ESG 管理及實踐表現，攜手所有利益相關方共同創造可持續發展未來。

Moving forward, the Board of Directors will continue to oversee and improve the company's ESG management and practical performance, working hand in hand with all stakeholders to create a sustainable future.

主席寄語

Message from the President

2023 年，是金蝶三年戰略收官之年，也是金蝶三十歲「從心出發，邁向世界一流」的元年。我們已基本實現「用雲訂閱模式再造一個金蝶」的戰略目標，集團全年雲訂閱收入持續高速增長，「五個世界一流」的增長飛輪已經啟動。面對動盪變革的世界，金蝶始終不忘初心，通過打造世界一流的產品、世界一流的生態、世界一流的交付、世界一流的服務、世界一流的口碑，致力於成為世界一流的企業管理雲 SaaS 公司。我們高度重視 ESG 的長期價值，董事會下屬的企業管治及戰略委員會已更名為戰略與可持續發展委員會，明確了公司可持續發展戰略及相關目標。我們通過不斷完善 ESG 管理體系以改進和提升金蝶的 ESG 表現，2023 年金蝶 MSCI ESG 評級再獲 AA 級別，同時也斬獲 S&P Global 中國軟件行業 ESG 評分第一。

2023 is the closing year of Kingdee's three-year strategy, and upon its 30th birthday, is also the first year for Kingdee to start with the "heart" and move towards a world-class enterprise. We have basically achieved our strategic goal of "rebuilding a Kingdee using the cloud subscription model" with sustained and rapid growth in cloud subscription revenue throughout the year, signaling the activation of our "five world-class" growth flywheel. Facing a world of constant change and disruption, Kingdee remains committed to its original aspiration of delivering world-class products, ecosystems, implementations, services, and reputations, striving to become a leading enterprise management cloud SaaS company. We place significant emphasis on the long-term value of ESG, and have renamed the corporate governance and strategy committee under the Board of Directors as the Strategy and Sustainable Development Committee. This reflects a clearer commitment to our sustainable development strategy and related objectives. We are constantly refining our ESG management framework to enhance our performance in this area. During the reporting period, the company's MSCI ESG rating was re-rated as AA and ranked the first in the Chinese software industry as per the S&P Global ESG Ratings.



環境

Environment

我們秉持「建設自己，修復與環境的關係」的哲學理念，積極響應國家「雙碳」戰略。我們以技術為主導，將綠色發展理念融入到企業日常經營中，堅持以數字化引領綠色化，用雲產品替代傳統 IT，致力於通過卓越的企業管理雲產品和服務賦能客戶數字化轉型，實現企業發展與綠色生態文明建設的有機融合。我們持續推進綠色辦公，關注能源、水和廢棄物管理，降低環境足跡；將新能源技術用於自用數據中心，選擇使用綠電的 IaaS 供應商，積極推動自身及價值鏈碳排放的下降；將綠色建築理念融入建築新建過程，新辦公大樓「金蝶雲大廈」採用多種領先技術節能降耗，利用 IOT 物聯網平台實現樓宇智能化管理，獲得 LEED 鉑金預認證和中國綠建三星認證。

We adhere to the philosophical principle of "building ourselves and restoring our relationship with the environment," actively responding to China's carbon peak and neutrality target. Led by technology, we integrate green development concepts into our daily operations, focusing on digitization to drive green transformation. We replace traditional IT with cloud-based products, empowering our clients' digital transformations with superior enterprise management cloud products and services, and striving for harmonious integration between corporate development and green ecological civilization construction. We continuously promote green office practices, prioritize energy, water, and waste management, and reduce our environmental footprint. We utilize renewable energy technologies in our self-use data centers, select IaaS providers that use green electricity, and actively contribute to reducing carbon emissions within our value chain. The concept of green building is integrated into the process of construction, as evidenced by the adoption of various leading technologies in our new office building, "Kingdee Cloud Building", which has achieved LEED Platinum initial certification and China Green Building Three-Star certification.

建設平等包容、共創共融、健康多元的工作環境，同時最大限度激勵與公司持續同甘共苦和並肩作戰的奮鬥者，絕不虧待奮鬥者，讓每一個奮鬥者人盡其才、心盡其用，實現精神和物質的雙豐收。

across 14 touchpoints, with a 50% year-on-year reduction in customer complaints. We adhere to the principle of "prioritizing those who strive", we continually improve our employee compensation and benefits system, fostering an equal, inclusive, collaborative, and diverse work environment, while maximally motivating those who continuously work hard and share our challenges, ensuring that every striving individual achieves both personal and professional fulfillment.

管治

Corporate Governance

我們堅守高標準企業管治規範，建立多元化董事會，持續強化可持續發展治理，致力於與股東、員工和利益相關方保持緊密的溝通與合作，創造共享價值。我們堅持加強商業道德建設，營造誠實守信的企業氛圍。我們持續進行流程體系建設，確保企業的高效運轉。我們不斷完善風險管理體系，確保公司發展行穩致遠。

We adhere to high standards of corporate governance, establish a diversified Board of Directors, and continuously strengthen our sustainability governance. We are committed to maintaining close communication and collaboration with shareholders, employees, and stakeholders, to create shared value. We emphasize the importance of business ethics, fostering an honest and trustworthy corporate culture. We continue to build a process system to ensure the efficient operation of the enterprise. We continually refine our risk management system to ensure stable and far-reaching corporate development.

社會

Social Responsibility

我們堅守「以客戶為中心」的初心使命，技術創新方面，金蝶開啟企業數字化服務 AI 元年，攜手戰略夥伴在人工智能、大模型、工業互聯網等領域取得創新突破，先後推出金蝶蒼穹 GPT、金蝶財務大模型、金蝶星域工業互聯網平台等創新性產品，獲得市場廣泛認可；體系化建設方面，公司質量管理體系、信息安全體系、客戶服務體系進一步完善，獲得包含全部五項安全可靠原則的 SOC2 Type II 鑒證報告，14 個觸點平均客戶滿意度 91.3%，客戶投訴率同比下降 50%。我們堅持「以奮鬥者為本」，持續完善員工薪酬福利體系，

Sticking to the philosophy of "Customer-centered", in terms of technological innovation, Kingdee has ushered in a new era of AI for enterprise digital services. Collaborating with strategic partners, we have achieved innovative breakthroughs in artificial intelligence, large models, and industrial internet, successively launched the innovative products such as Kingdee Cosmic GPT, Kingdee Financial Big Model, and Kingdee Starfield Industrial Internet Platform, which have been widely recognized by the market; in terms of systematic construction, the quality management system, information security system, and customer service system were further enhanced, receiving a SOC2 Type II attestation report encompassing all five security and trust principles. We achieved an average customer satisfaction rate of 91.3%

立足當下望長遠，銳意進取譜新篇，三十而立，我們的步伐愈發堅定。金蝶國際將繼續秉持「以客戶為中心，長期堅持專業主義」，「以奮鬥者為本，長期堅持明心淨心」的哲學理念，堅持「致良知、走正道、行王道」的價值觀，在擁抱不確定性與挑戰中不斷錘煉企業韌性，與各行各業的創見者一起推動中國經濟可持續發展。

As we stand firmly and forge ahead at this milestone of the 30th anniversary, looking forward to the future with ambition and determination. Kingdee advocates the core values of "Acting in all Conscience, with Integrity and Righteousness", and practices the Kingdee Philosophy of "customer-centered, long-term adherence to professionalism; strivers oriented, long-term adherence to pure and visionary mind". We will continue to forge our resilience amidst uncertainties and challenges, working together with innovative partners across industries to promote sustainable economic development in China.

董事會主席
徐少春

Chairman of the Board
Xu Shaochun

關於金蝶國際

About Kingdee

公司簡介

Introduction of Kingdee

金蝶國際始創於 1993 年，是香港聯交所主板上市公司（股票代碼：0268.HK），總部位於中國深圳，是全球知名的企業管理雲 SaaS 公司、「國家級高新技術企業」「國家規劃佈局內重點軟件企業」。

成立以來，金蝶國際屢獲國內外權威機構高度認可。IDC（International Data Corporation）相關報告數據顯示，金蝶國際連續 18 年穩居 IDC 中國成長型企業應用軟件市場占有率第一；連續 3 年躋身 Gartner 高生產力 aPaaS 平台全球前十的中國廠商；連續兩年獲財務雲市場占有率第一；位居中國數字工廠解決方案市場領導者位置，同時也是唯一進入領導者象限的 SaaS 管理雲廠商。

Kingdee Software Group Company Limited ("Kingdee ") was established in 1993. It is listed on the Main Board of the Hong Kong Stock Exchange (stock code: 0268.HK) and headquartered in Shenzhen, the PRC. Kingdee is a well-known global enterprise management cloud SaaS company, a "national high-tech enterprise", and a "key software enterprise within the national planning layout".

Since its establishment, Kingdee received numerous authoritative recognition. IDC data shows that the Company not only continues to rank No. 1 in the market share of growth enterprise application software for 18 consecutive years, but also among the top ten Chinese vendors in the Gartner high-productivity aPaaS platform in China for 3 consecutive years. Kingdee has been No. 1 in the market share of financial clouds for 2 consecutive years. Kingdee was ranked as a leader in China's digital factory solutions market and the only SaaS management cloud service provider entering the leader quadrant.

金蝶國際聚焦「平台 + 人財稅 + 生態」核心戰略，佈局信創、雲計算、人工智能等數字經濟核心領域，持續深化雲訂閱模式轉型戰略，打造「一箭多星」產品矩陣，滿足不同類型企業市場需求。金蝶國際旗下多款雲服務產品獲得標杆企業青睞，包括金蝶雲·蒼穹（可組裝企業級 PaaS 平台）、金蝶雲·星瀚（大型企業 SaaS 管理雲）、金蝶雲·星空（高成長型企業 SaaS 管理雲）、金蝶雲·星辰（小微企業 SaaS 管理雲）等。成立 30 年來，金蝶國際已累計為世界範圍內超 740 萬家企業、政府等組織提供企業管理雲產品及服務，成為超 50%《財富》中國百強企業及超 41% 國家級「專精特新」小巨人企業的信賴選擇。

Kingdee focuses on the core strategy of "platform + HR & Finance & Tax+ ecology", lays out core areas of the digital economy such as information innovation, cloud computing, and artificial intelligence, continuously deepens the transformation strategy of the cloud subscription model, and creates a "one arrow, multiple satellites" product matrix to meet the market demands of different types of enterprises. Many cloud service products have been favored by benchmark enterprises, including Kingdee Cloud Cosmic (composable enterprise-level PaaS platform), Kingdee Cloud Constellation (SaaS management cloud for large enterprises), Kingdee Cloud Galaxy (SaaS management cloud for high-growth enterprises), Kingdee Cloud Stellar (SaaS management cloud for small enterprises) etc. Over the past 30 years, Kingdee has provided enterprise management cloud products and services to more than 7.4 million enterprises, governments, and other organizations worldwide, becoming the trusted partner of more than 50% of the top 100 enterprises in Fortune China and more than 41% of national-level "specialized, fine, unique, and innovative" small giant enterprises.



金蝶雲·蒼穹：新一代企業級 PaaS 平台
Kingdee Cloud Cosmic new generation enterprise PaaS platform

基於企業級雲原生架構和中台思想，融合獨創的動態領域模型（KDDM），金蝶雲·蒼穹是以可組裝方式，幫助企業、特別是大型企業快速構建性能穩、韌性高、應變力強、自主可控的數字化業務能力組裝平台，是企業生產數字戰鬥力的「兵工廠」。

The new generation enterprise level PaaS platform is based on the enterprise level cloud native architecture and middleware concept, integrating the Kingdee dynamic domain model (KDDM). Kingdee Cloud · Cosmic is a modular platform that helps enterprises, especially large enterprises, quickly build a digital business capability composable platform with stable performance, high resilience, strong adaptability, and self-control. It is the "arsenal" for enterprises to produce digital combat power.

金蝶雲·星瀚：大型企業 SaaS 管理雲
Kingdee Cloud Constellation: SaaS management cloud for large enterprise

金蝶雲·星瀚，基於 EBC 超級數字化底座金蝶雲·蒼穹構建，目前已全面適配國產技術棧，以財務中台、EPM、全球司庫為代表應用，涵蓋大企業集團財務、集團稅務、全球人力資源、集團生產採購等全方位的數字化管理。

Kingdee Cloud Constellation, built on the EBC super digital foundation of Kingdee Cloud Cosmic, is now fully compatible with the domestic technology stack. With representative applications such as financial middle platform, EPM, and global treasury, it covers comprehensive digital management for large enterprise groups, including group finance, group taxation, global human resources, group production and procurement, etc.

金蝶雲·星空：高成長型企業 SaaS 管理雲
Kingdee Cloud Galaxy: SaaS management cloud for high-growth enterprises

金蝶雲·星空適合高成長階段企業，實現匹配業務快速發展中的數字化創新管理，已具備「研產供銷財」全領域，覆蓋高科技、新製造、新零售、新餐飲、生命科學等全行業的成熟解決方案，超過 3 萬家企業成功實踐。

Kingdee Cloud Galaxy is suitable for high-growth enterprises to achieve digital innovation management that matches rapid business development. It already has mature solutions covering the entire field of "research, production, supply, marketing, and finance", spanning industries such as high-tech, new manufacturing, new retail, new catering, life sciences, etc. More than 30,000 enterprises have successfully implemented it.

金蝶雲·星辰：小型企業 SaaS 管理雲
Kingdee Cloud Stellar: SaaS management cloud for small enterprises

聚焦「小型企業業財稅一體化」，金蝶雲·星辰為企業提供財務雲、稅務雲、進銷存雲、零售雲、訂貨雲等服務，幫助企業拓客開源、智能管理、即時決策，實現管賬、管貨、管生意的「經營 + 管理」一體化。此外，金蝶雲·星辰還提供輕量級 PaaS 平台和全面的 API 接口，為小型企業提供一站式經營管理服務。

Focusing on the "integration of business, finance, and tax for small enterprises", Kingdee Cloud Stellar provides services such as financial cloud, taxation cloud, purchase-sale-stock cloud, retail cloud, and procurement cloud to help enterprises expand customer sources, intelligently manage, make real-time decisions, and achieve the integration of "business + management" for accounting, inventory, and business management. In addition, Kingdee Cloud Stellar also provides a lightweight PaaS platform and comprehensive API interfaces to provide one-stop business management services for small enterprises.

金蝶·精鬥雲：初創及微型企業的線上經營 SaaS 管理雲
Kingdee Jingdou Cloud: Online business SaaS management cloud for start-ups and micro-enterprises

為企業提供基於 web 及移動端的財務、進銷存、報銷等雲服務，助力企業打造智能化、移動化、簡單高效的經營管理體系。無需安裝及維護，直接線上使用，滿足企業管理者在任意時間和地點對企業業務及財務數據的查詢、分析及決策需求。

It provides cloud services such as accounting, purchase-sale-stock, and reimbursement based on web and mobile terminals to help enterprises build an intelligent, mobile, simple, and efficient business management system. There is no need for installation and maintenance, and it can be used directly online, meeting the needs of enterprise managers to query, analyze, and make decisions on enterprise business and financial data at any time and place.

企業文化 Corporate Culture

金蝶國際秉承「以客戶為中心，長期堅持專業主義；以奮鬥者為本，長期堅持明心淨心」的經營哲學，以「全心全意為企業服務，與天下用戶共同成長」為使命，恪守「致良知、走正道、行王道」的核心價值觀，致力於「做最值得託付的企業服務平台」。

Kingdee upholds the philosophy of "customer-centered, long-term adherence to professionalism strivers-oriented, long-term adherence to pure and visionary mind". With the mission of "serving enterprises wholeheartedly and growing together with customers worldwide", Kingdee advocates the core values of "acting in all conscience, with integrity and righteousness" and is committed to becoming the most trustworthy enterprise service platform.



業務運營佈局 Business Operation Layout

金蝶國際擁有深圳、北京、長沙 3 地研發中心，分支機構 61 家、各類夥伴超 5,000 家，雲服務覆蓋全球 172 個國家和地區。

Kingdee has research and development centers in Shenzhen, Beijing, and Changsha, with 61 branches and over 5,000 partners. Its cloud services cover 172 countries and regions worldwide.

一直以來，金蝶國際持續打造「信任、開放、共贏」的生態體系，合作夥伴遍及全球，深深根植於各行各業，全力打造世界級企業應用軟件交易市場，全面賦能企業客戶數字化轉型發展。

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



從心出發 世界一流：30 年的成長與蛻變

Starting from the Heart, Becoming World-class: 30 Years of Growth and Transformation

三十年，金蝶國際砥礪向上，奮楫向新，在時代浪潮中順勢前行，不斷深耕，敢於突破。三十年，三次轉型，金蝶國際逐步發展成為全球知名的企業管理雲 SaaS 公司，成為眾多企業數字化轉型的首要選擇。

For the past 3 decades, Kingdee has been forging ahead, striving for new opportunities, keeping pace with the tide of the times, constantly deepening its cultivation, and continuously making breakthroughs. Through three transformations over 30 years, Kingdee has gradually developed into a globally renowned enterprise management cloud SaaS company, becoming the primary choice for many enterprises in their digital transformation.

30 載的奮鬥與榮光裡，金蝶國際從「企業業務的助力者」到「企業數智化轉型的建設者」，書寫著屬於中國企業的卓越篇章，共同探討著未來的新方向與新圖景。

After 30 years of hard work and glory, Kingdee has evolved from being a "facilitator of enterprise operations" to a "builder of enterprise digital transformation", writing a remarkable chapter for Chinese enterprises and jointly exploring the infinite possibilities of the future.

1993 年至 2001 年：開啟財務管理新紀元

From 1993 to 2001: Ushering in a New Era of Financial Management

金蝶國際創辦於 1993 年，於 1995 年革命性地推出中國第一款基於 Windows 作業系統的財務軟件「金蝶財務軟件 For Windows 1.0 版」，從 DOS 到 Windows，推動財務管理從「珠算」進入「電算化」時代。

Kingdee was founded in 1993 and revolutionarily launched China's first financial software based on the Windows operating system, "Kingdee Financial Software For Windows Version 1.0," in 1995. This marked a significant transition from DOS to Windows, propelling financial management from the "abacus" era into the "computerized" era.

2001 年至 2011 年：從財務軟件到 ERP

From 2001 to 2011: From Financial Software to ERP

全球化和信息化浪潮來勢洶湧，信息成為企業發展的重要戰略資源。全球化競爭壓力迫使企業必須及時、全面、準確地掌握信息。金蝶國際作為向企業管理軟件進軍的先鋒，借助 ERP 向企業傳遞先進的管理思想，助力中國企業積極應對經濟全球化挑戰。

1995

發佈中國第一款 Windows 財務軟件
Released the first Windows finance software in China

1998

發佈中國第一款 Windows 三層架構產品 K/3
Released K/3, the first three-tier architecture product in China based on Windows

2000

發佈中國第一款基於 J2EE 的中間件 Apusic Application Server
Released Apusic Application Server, the first middleware in China based on J2EE

2002

中國第一款基於 J2EE 的企業級平台金蝶 BOS
China's first enterprise-level platform based on J2EE: Kingdee BOS

2003

中國最早引入 .NET 技術，Windows Server 2003 中國發佈會上發佈 K/3.net（比爾·蓋茨演示）
2003 As one of the earliest companies to introduce NET technology in China, Kingdee launched K/3.net at the Windows Server 2003 press conference in China (showcased by Bill Gates)

Information became an important strategic resource in achieving corporate development in the wave of globalization and informatization. Companies found it imperative to obtain information in a timely, comprehensive and accurate manner, given pressures from global competition. As a pioneer in the ERP market, Kingdee conveyed advanced management ideas to enterprises via its ERP products, and helped Chinese firms tackle challenges arising from economic globalization.

2011 年至今：從 ERP 到企業雲服務

From 2011 to the Present: From ERP to Enterprise Cloud Services

以雲計算為技術牽引的數字經濟浪潮，被視為第四次工業革命最重要的特徵。加上企業數字化進程迅猛發展，金蝶國際迎來新的發展機遇。近 5 年業績顯示，金蝶國際雲訂閱服務模式轉型戰略實現了雲訂閱收入複合增長率（CAGR）60%，截止 2023 年 6 月 30 日，雲收入占集團總收入的比重達到 79.5%。

The digital economy wave, driven by cloud computing technology, is regarded as the most important feature of the fourth industrial revolution. Coupled with the rapid development of enterprise digitization, Kingdee has embraced new opportunities for growth. Over the past five years, Kingdee's strategically transformed to a cloud subscription service model and has achieved a compound annual growth rate (CAGR) of 60% in cloud subscription revenue. As of June 30, 2023, cloud services revenue accounted for 79.5% of the Group's total revenue.

面向未來，金蝶國際將繼續聚焦「平台 + 人財稅 + 生態」核心戰略，堅持「以客戶為中心，長期堅持專業主義；以奮鬥者為本，長期堅持明心淨心」的金蝶哲學，以數字化推動中國企業高質量發展，成為建設數字經濟的強國動能。

Looking ahead, Kingdee will continue to focus on the core strategy of "platform + HR & Finance & Tax + ecosystem", adhere to the Kingdee Philosophy of "customer-centered, long-term adherence to professionalism; strivers-oriented, long-term adherence to pure and visionary mind", and promote high-quality development of Chinese enterprises through digitization, becoming a driving force for building a strong digital economy in China.

2007

金蝶友商網正式上線，推出國內第一款 SaaS 線上財務軟件
The first SaaS online financial software in China, youshang.com (a business networking platform) was officially launched

2011

開展「雲管理」戰略第三次轉型
Initiated the third transformation with the "Cloud Management" strategy

2014

發佈中國第一款雲 ERP，金蝶雲 ERP
Released China's first cloud ERP, Kingdee Cloud ERP

2018

發佈中國第一款雲原生架構的企業級 PaaS 平台金蝶雲·蒼穹
聯合 Gartner 發佈 EBC（企業業務能力，Enterprise Business Capability）白皮書
Introduced Kingdee Cosmic, a next-generation enterprise-level cloud service PaaS platform
Co-published the EBC (Enterprise Business Capability) white paper with Gartner

2020

提出「平台 + 人財稅 + 生態」的發展戰略
發佈中國第一款自主研發的多維數據庫蒼穹 Shark
Proposed the strategy of "platform + HR & Finance & Tax + Ecosystem"
Released Shark, China's first independently developed multi-dimensional database for Cosmos

2021

全力聯合包括 ISV 夥伴、信創夥伴、聯盟夥伴、專業服務夥伴、營銷夥伴以及產業夥伴，深耕行業，加速生態佈局
Actively collaborated with partners including ISV partners, innovation partners, alliance partners, professional service partners, marketing partners, and industry partners to deepen industry engagement and accelerate ecological layout

2023

發佈最懂管理的企業級大模型平台，金蝶雲·蒼穹 GPT 大模型
Released Kingdee Cloud Cosmos GPT, the most management-savvy enterprise-level large model platform

我們的 2023

Kingdee in 2023

年度大事記

Key Events

1月 January

- 深業集團與金蝶報帳管理平台項目啟動
Shenye Group and Kingdee launched the reimbursement management platform
- 廣州交易集團與金蝶財務數字化轉型一期業財一體化項目啟動
Guangzhou Trading Group and Kingdee commenced the first phase of the financial digital transformation project for business and finance integration
- 金蝶入圍《2022AL/ML 平台中國市場廠商格局報告》主要供應商
Kingdee was selected as a key supplier in the "2022 AL/ML Platform China Market Vendor Landscape Report"
- 金蝶獲得包含全部五項安全可靠原則的 SOC2 Type II 鑒證報告
Kingdee obtained the SOC2 Type II attestation report, which encompassing all five security and trustworthiness principles



2月 February

- 金蝶與立中集團戰略合作達成
Kingdee and Lizhong Group reached a strategic cooperation agreement
- 與 500 強通威集團的組件板塊數字化轉型項目啟動
The digital transformation project with the component division of Tongwei Group, a top 500 enterprise, was launched
- 金蝶簽約同福集團
Kingdee signed a contract with Tongfu Group
- 廣東機場集團數字財務平台正式運行
Guangdong Airport Group's digital financial platform is officially operational
- 金蝶雲·蒼穹宣佈接入百度文心一言能力
Kingdee Cloud Cosmos announces its integration with Baidu's Wenxin Yiyan capabilities
- 金蝶 2023 年生態合作夥伴大會成功舉行
Kingdee's 2023 Ecosystem Partner Conference was successfully held



- 金蝶入選工信部 2022 年工業互聯網試點示範名單
Kingdee was selected for the 2022 Industrial Internet Pilot Demonstration List by the Ministry of Industry and Information Technology
- 金蝶簽約世界 500 強山西焦煤集團
Kingdee signed a contract with Shanxi Coking Coal Group, a Fortune Global 500 company



3月 March

- 金蝶 EPM 奪冠 IDC 中國企業績效管理雲市場
Kingdee EPM ranked No.1 in the IDC China Enterprise Performance Management Cloud market
- 金蝶國際 2022 年業績發佈
Kingdee announced the 2022 financial results
- 「中國管理模式 50 人+」春季論壇成功舉辦
The "China Management Model 50+ People" Spring Forum was successfully held



4月 April

- 湖南財信金控與金蝶的財信金控智能人事系統項目啟動
The project of Hunan Caixin Financial Holding and Kingdee's Caixin Financial Holding Smart HR System was launched
- 百麗時尚與金蝶雲·星瀚人力雲正式簽約
Belle Fashion signed a contract with Kingdee Cloud Xinghan HR Cloud
- 金蝶在 aPaaS 領域獲得連續三年中國第一，全球前十
Kingdee ranked No.1 in China and entered the global top 10 in aPaaS market share for three consecutive years
- 新金鋼鐵正式簽約金蝶
Xinjin Iron and Steel signed a contract with Kingdee
- 金蝶獲中國標準化領域國家級最高榮譽「中國標準創新貢獻獎」一等獎
Kingdee won the first prize of the "China Standard Innovation Contribution Award", the highest national honor in the field of standardization in China
- 金蝶作為華為 Meta ERP 核心合作夥伴出席表彰暨誓師大會
Kingdee attended the commendation and swearing-in ceremony as a core partner of Huawei Meta ERP



金蝶與潤建股份達成戰略合作

Kingdee reached a strategic partnership with Runjian Shareholding

金蝶多維數據庫榮獲中國專利獎

Kingdee's multi-dimensional database won the China Patent Award

山西國運、山西雲時代數產公司與金蝶共建國有資本運營數智化管理平台

Shanxi State-owned Assets Operation and Administration, Shanxi Cloud Era Digital Industry, and Kingdee jointly built a digital intelligent management platform for state-owned capital operations



5月 May

徐少春出席央視《經濟半小時》創新圓桌會議

Xu Shaochun attended the Innovation Roundtable Conference of CCTV's "Economic 30 Minutes"



500強廣東省交通集團與金蝶財務共享服務系統建設實施啟動

The construction and implementation of the financial shared service system between Guangdong Provincial Communications Group, a top 500 enterprise, and Kingdee has been launched



漢得信息與金蝶簽署戰略合作協定

Hande Information and Kingdee signed a strategic cooperation agreement

廣東省廣告集團與金蝶達成戰略合作簽約並啟動「數字省廣」建設項目

Guangdong Advertising Group and Kingdee reached a strategic cooperation agreement and started the "Digital Guangdong Advertising" construction project

金蝶正式成為百度智能雲「文心千帆生態夥伴」

Kingdee became a "Wenxin Qianfan Ecosystem Partner" of Baidu Intelligent Cloud

第八屆金蝶雲會計節在全國多地聯動舉辦

The 8th Kingdee Cloud Accounting Festival was held in multiple locations across the country

金蝶再奪 IDC 中國企業績效管理雲市場第一

Kingdee once again ranked No. 1 in the IDC China Enterprise Performance Management Cloud Market

6月 June

世界 500 強蜀道集團與金蝶打造的財務共享平台全產業板塊業財共享全面上線

The financial sharing platform jointly built by Shudao Group, a Fortune Global 500 company, and Kingdee fully launched across all industrial sectors for business and financial sharing



金蝶與科大訊飛正式簽約，正式啟動共享作業平台項目

Kingdee and iFLYTEK signed a contract to kick off the shared operations platform project

「金蝶數碼轉型革新峰會」在香港圓滿舉行

The "Kingdee Digital Transformation Innovation Summit" was successfully held in Hong Kong



金蝶在 2023 年工業互聯網大會期間升級發佈「星域工業互聯網平台」

Kingdee upgraded and released the "Xingyu Industrial Internet Platform" during the 2023 Industrial Internet Conference

中國建材集團與金蝶的財務信息化實施項目啟動

The financial informatization implementation project between China National Building Material Group and Kingdee was launched

記憶科技與金蝶的 HR 數字化轉型項目啟動

The HR digital transformation project between Ramaxel and Kingdee was initiated

標普全球 ESG 評分出爐，金蝶排名中國軟件行業第一

S&P Global ESG Score: Kingdee ranked first in China's software industry



7月 July

中國廣核集團金蝶的稅務數字化平台一期全模組投產驗收

The first phase of the full-module production acceptance of the tax digitization platform of Kingdee in China General Nuclear Power Group was completed

500 強天馬微電子與金蝶的稅務共享平台項目啟動

The tax sharing platform project between Tianma Microelectronics, a top 500 enterprise, and Kingdee was launched

招商局集團董事長繆建民與徐少春會談

Chairman of China Merchants Group, Miao Jianmin, held a meeting with Xu Shaochun



8月 August

「2023 全球創見者大會暨金蝶集團 30 周年慶典晚會」成功舉辦，金蝶雲·蒼穹 GPT 大模型重磅發佈

The "2023 Global Visionary Conference and Kingdee Group's 30th Anniversary Celebration Gala" was successfully held, and the Kingdee Cloud Cosmic GPT was released



金蝶雲大廈正式啟用

Kingdee Cloud Building was put into use



金蝶 2023 年中期業績發佈

Kingdee announced the 2023 interim results

金蝶奪 IDC 中國 SaaS PLM 軟件子市場廠商份額市場第一

IDC: Kingdee ranked first in China's SaaS PLM software vendor market share

中國信科與金蝶的人力資源數字化項目正式啟動

The digitization project of HR between China Information and Communications Technology and Kingdee was officially launched

海南葫蘆娃藥業集團和金蝶正式簽訂戰略合作協定及項目合作協定

Hainan Huluwa Pharmaceutical and Kingdee signed a strategic cooperation agreement and a project cooperation agreement

澳森特鋼集團與金蝶的業財一體化項目啟動

The business and finance integration project between Aosen Special Steel Group and Kingdee was launched

中國中化與金蝶的總部單位 ERP 升級項目啟動

The ERP upgrade project of the headquarters unit between Sinochem and Kingdee was initiated

金蝶斬獲 2023 iF 國際「用戶體驗類」設計大獎

Kingdee won the 2023 iF International "User Experience" Design Award

金蝶·星辰
荣获2023年
iF 国际设计奖



金蝶星域工業互聯網平台入選國家級「雙跨」平台

Kingdee Xingyu Industrial Internet Platform was selected as a national-level "dual-cross" platform



9月 September

500 強廣東省交通集團與金蝶的財務共享試點上線

The financial sharing pilot project between Guangdong Provincial Communications Group, a top 500 enterprise, and Kingdee was launched



北新集團與金蝶的財務信息化建設項目啟動

The financial informationization construction project between Beixin Group and Kingdee was initiated

中材國際與金蝶的財務信息化升級項目上線

The financial informationization upgrade project between Sinoma International and Kingdee was released

五礦國際與金蝶的 ERP 系統升級建設項目啟動

The ERP system upgrade and construction project between Minmetals International and Kingdee was launched



金蝶和海南路橋集團簽訂項目合作協定並啟動財務共享平台項目

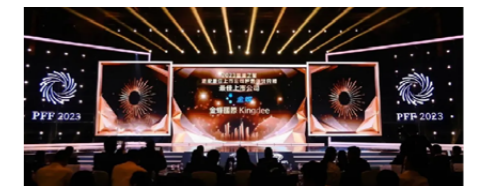
Kingdee and Hainan Engineering Corporation signed a project cooperation agreement and kicked off the financial sharing platform project

永鋒臨港與金蝶正式簽訂合作協定

Yongfeng Lingang and Kingdee signed a cooperation agreement

金蝶榮獲港股最佳上市公司獎項

Kingdee won the award for the Best Listed Company in Hong Kong Stocks



健之佳醫藥連鎖集團與金蝶的信息共享項目啟動

The information sharing project between Jianzhijia Pharmaceutical Chain Group and Kingdee was initiated

方太集團與金蝶的數電發票及電子憑證數據標準變革項目啟動

The project on digital invoice and electronic voucher data standard reform between Fotile Group and Kingdee was launched

10月 October

東部公交與金蝶的財務核算管理系統項目啟動

The financial accounting management system project between Eastern Bus and Kingdee was launched

金蝶雲·蒼穹 GPT 亮相百度世界大會

Kingdee Cloud Cosmic GPT made its debut at Baidu World Conference

芯源微與金蝶簽署戰略合作協定

Xinyuan Microelectronics and Kingdee signed a strategic cooperation agreement



第十三屆中國管理·全球論壇暨中國管理模式傑出獎頒獎盛典召開

The 13th China Management Global Forum and the Award Ceremony for the China Management Excellence Awards were held

金蝶斬獲 IDC SaaS EA、SaaS ERM、財務雲市場三料冠軍

Kingdee won three championships in IDC SaaS EA, SaaS ERM, and Financial Cloud markets

金蝶雲·蒼穹進入 Forrester 中國 AI/ ML Wave™

Kingdee Cloud Cosmic was included in Forrester's China AI/ML Wave™



萬物雲與金蝶的新一代總帳系統成功上線

The new generation of general ledger system between Space Tech and Kingdee was successfully launched

廣州交易集團與金蝶財務數字化轉型一期業財一體化項目成功通過初驗

The first phase of the financial digital transformation project, integrating business and finance, between Guangzhou Transaction Group and Kingdee successfully passed the initial inspection

金蝶雲·星瀚 V6.0 新品盛大發佈

Kingdee Cloud Constellation V6.0 new product was grandly released



通威股份與金蝶的人力資源管理系統一期項目啟動

The first phase of the human resource management system project between Tongwei Group and Kingdee was launched



金蝶助力蜀道集團進入以業財融合為核心「從有到優」的 2.0 新階段

Kingdee assisted Shudao Group to enter a new "From Good to Excellent" 2.0 stage with the core of business and finance integration



國貨黑馬徠芬科技的金蝶雲·星空 PLM 項目啟動

The Kingdee Cloud Galaxy PLM project of Leifeng Technology, a "dark horse" in domestic products, was launched

金蝶被唯一授予 2023 年 IDC SaaS 全球財務客戶滿意度大獎

Kingdee was exclusively awarded the 2023 IDC SaaS Global Financial Customer Satisfaction Award



11月 November

金蝶與上海陸家嘴集團的「磐石計劃」業財一體化平台項目啟動

Kingdee and Shanghai Lujiazui Group launched the "Rock Solid Plan" for their integrated business and finance platform project

東風汽車集團與金蝶的 e-HR 轉型升級項目啟動

Dongfeng Motor Group and Kingdee initiated the e-HR transformation and upgrading project



金蝶入選「2023 年上市公司 ESG 優秀實踐案例」

Kingdee was selected as an "Excellent ESG Practice Case of Listed Companies in 2023"

深圳地鐵與金蝶的深鐵集團合併報表項目成功驗收

The consolidated reporting project between Shenzhen Metro and Kingdee for Shenzhen Metro Group was successfully inspected

金蝶信創基地在長沙正式啟用

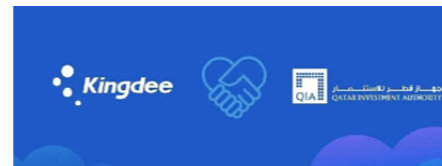
Kingdee's information innovation base in Changsha marked the official opening



12月 December

金蝶宣佈獲得來自卡達投資局 2 億美元戰略投資

Kingdee Announced US\$200 million Strategic Investment from Qatar Investment Authority



招商局集團與金蝶的「招財並表」智能化合併報表系統正式上線

The intelligent consolidated reporting system, "Zhaocai Bingbiao," jointly developed by China Merchants Group and Kingdee, was officially launched



金蝶獲 IDC 財務雲、司庫、EPM、稅務多項市場第一

Kingdee ranked first in multiple markets by IDC, including financial cloud, treasury, EPM, and taxation



新瑞鵬寵物醫療集團與金蝶的 HR 信息化建設項目驗收

The HR informatization construction project between Xinruipeng Pet Healthcare Group and Kingdee was successfully inspected

年度榮譽
Annual Honors

報告期內，金蝶國際在 ESG 方面的實踐成效得到相關監管部門及社會各界的一致認可。

In 2023, Kingdee's practices in ESG have been widely recognized by regulatory authorities and all sectors of the community.

公司治理相關獎項 Corporate Governance Awards



可持續發展相關獎項 Sustainable Development Awards



產品服務相關獎項 Product and Service Awards

在 SaaS EA (企業級應用軟件雲服務)、SaaS ERM (企業資源管理雲服務)、財務雲市場占有率均排名第一
Ranked first in market share for SaaS EA (Enterprise Application Cloud Services), SaaS ERM (Enterprise Resource Management Cloud Services), and Financial Cloud
頒發機構: IDC Issuing Authority: IDC

中國 SaaS PLM 軟件子市場廠商份額市場第一
Ranked first in market share for China's SaaS PLM software submarket
頒發機構: IDC Issuing Authority: IDC

2023 年 SaaS 全球財務客戶滿意度大獎
Won 2023 SaaS Global Financial Customer Satisfaction Award
頒發機構: IDC Issuing Authority: IDC

中國低代碼與零代碼軟件市場第一
Ranked first in China's low-code and no-code software market
頒發機構: IDC Issuing Authority: IDC

司庫領域、EPM、稅務領域多項市場第一
Ranked first in multiple markets including treasury, EPM, and taxation
頒發機構: IDC Issuing Authority: IDC

中國數字工廠解決方案市場的領導者位置，同時也是唯一進入領導者象限的 SaaS 管理雲廠商
Leader in China's Digital Factory Solution market and the only SaaS management cloud vendor in the Leaders Quadrant
頒發機構: IDC Issuing Authority: IDC

高生產力 aPaaS 領域，連續三年摘得中國第一，並躋身全球 aPaaS 市占率前十名
Ranked No.1 in China and entered the global top 10 in high productivity aPaaS market share for three consecutive years
頒發機構: Gartner Issuing Authority: Gartner

進入 Forrester 中國 AI/ ML Wave™
Included in Forrester's China AI/ML Wave™
頒發機構: Forrester Issuing Authority: Forrester

全國首個獲得包含全部五項安全可信原則的 SOC2 Type II 鑒證報告
Received the first SOC2 Type II attestation report encompassing all five security and trust principles in China
頒發機構: 第三方會計師事務所 Issuing Authority: Third-party accounting firm

2022 年工業互聯網試點示範名單
Included in the 2022 list of industrial Internet pilot demonstrations
頒發機構: 工信部 Issuing Authority: Ministry of Industry and Information Technology

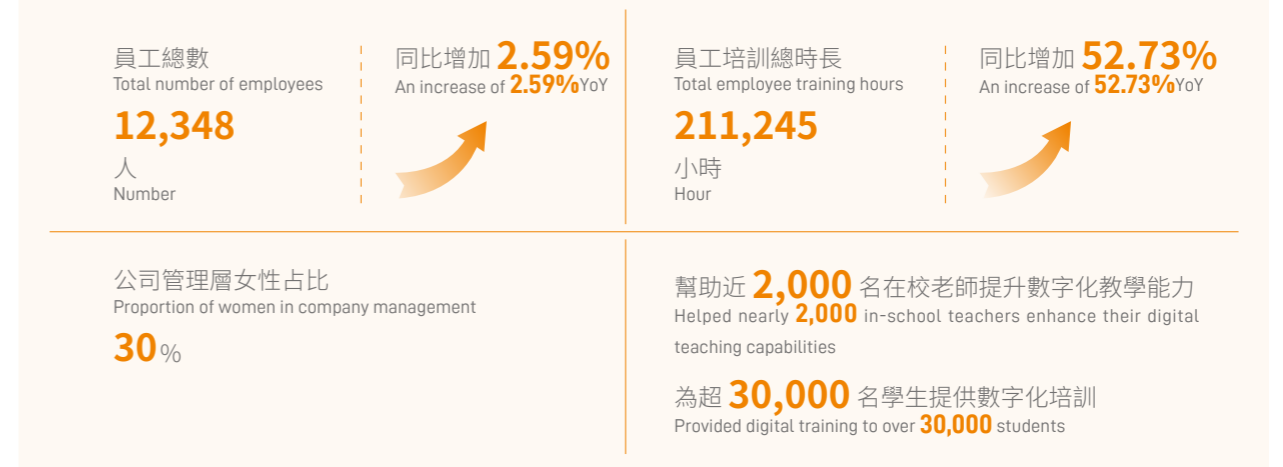
中國標準化領域國家級最高榮譽「中國標準創新貢獻獎」一等獎
Ranked No.1 in the "China Standard Innovation Contribution Award," the highest honor in China's standardization field
頒發機構: 國家標準化管理委員會 Issuing Authority: Standardization Administration of China (SAC)

年度關鍵績效 Key Performance Indexes in 2023



注: 此部分數據僅覆蓋公司自有物業自用部分。
Note: This part of the data covers only the portion of the company's own properties that are self-occupied.

社會 Society



管治 Governance





01 完善企業管治 夯實可持續發展根基

Improving Corporate Governance and Laying a Solid Foundation for Sustainable Development

我们的理念: 金蝶國際將運營哲學與企業發展戰略結合，堅守「以客戶為中心，長期堅持專業主義；以奮鬥者為本，長期堅持明心淨心」的哲學理念，將「致良知、走正道、行王道」的價值觀根植於日常運營，致力於提升並完善企業管治水平，築牢可持續發展根基，為股東、客戶、員工等利益相關方創造長期價值。

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

我们的行动 Our actions



可持續發展管理
Sustainable Development Management



董事會多元化
Board Diversity



強化風險管理
Enhanced Risk Management



商業道德與誠信
Business Ethics and Integrity

贡献 SDGs
Contribution to SDGs



可持續發展管理

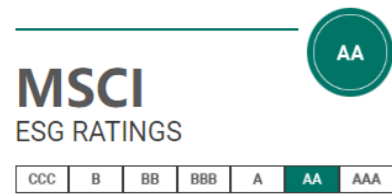
Sustainable Development Management

金蝶國際設立 ESG 治理架構將 ESG 工作承上啓下地深入推進，建立常態化利益相關方溝通機制，將利益相關方重要關切融入公司發展戰略規劃，全面提升公司 ESG 管理水平。

Kingdee has established an ESG governance structure to effectively promote ESG efforts and facilitate smooth communication. We have also set up a regular stakeholder communication mechanism to integrate the significant concerns of stakeholders into the company's strategic planning, aiming to comprehensively improve our ESG management.

報告期內，我們在可持續發展方面的表現獲得多個主流評級機構的認可。

In 2023, our performance in sustainable development has been recognized by multiple well-known rating agencies.



Kingdee is a **leader** among 465 companies in the **software & services industry**.

MSCI ESG 評級
MSCI ESG Rating

S&P Global ESG Score

42

Data Availability: **Very High**
Methodology Year: 2023
Updated annually or in response to major developments

標普 ESG 評分
S&P ESG Score



ESG综合得分行业排名:
3/190

Wind ESG 評級
Wind ESG Rating

金蝶可持續發展哲學

Kingdee's Sustainable Development Philosophy

我們積極學習中華優秀傳統文化，基於「致良知、走正道、行王道」的企業價值觀，構建以「以客戶為中心，長期堅持專業主義；以奮鬥者為本，長期堅持明心淨心」的金蝶哲學，並結合可持續發展理念、利益相關方關切和公司發展需求不斷進行迭代升級。報告期內，金蝶哲學升級修訂工作正式啓動。為了更好地吸收各方意見，特別是充分考慮和吸收客戶期待，我們成立由產品、生態、交付、服務、口碑及財務等業務線主要負責人及關鍵人員組成的工作組，面向全員開展金蝶哲學修訂意見徵集和研討活動，適應公司「邁向世界一流」的發展要求。

We actively learn from traditional Chinese culture and build our Kingdee philosophy based on the core values of "Acting in all Conscience, with Integrity and Righteousness." This philosophy centers around "Customer-centered, Long-term Adherence to Professionalism; Strivers-oriented, Long-term Adherence to Pure and Visionary Mind." We continuously iterate and upgrade this philosophy by incorporating sustainable development concepts, stakeholder concerns, and the company's development needs. In 2023, we officially launched the revision and upgrading process of the Kingdee philosophy. To better gather input from all stakeholders, especially to fully consider and incorporate customer expectations, we established a dedicated group composed of key personnel across business lines such as product, ecosystem, delivery, service, reputation, and finance. This group conducted a company-wide solicitation and discussion of revision suggestions for the Kingdee Philosophy, aiming to align with the company's development goal of "moving towards world-class status."

關鍵績效 Key Performance Indexes

報告期內 During the reporting period

開展 2 輪面向全體員工的金蝶哲學修訂意見徵集，共收集反饋意見超 **1.4** 萬條
Conducted two rounds of Kingdee Philosophy revision feedback solicitation for all employees, collecting over **14,000** pieces of feedback

組織高管、各工作組、幹部及員工代表參與專題研討會 **4** 場
Organized the management team, working groups, leaders, and employee representatives to participate in **four** thematic seminars

圍繞我們 30 周年主題「從心出發，世界一流」，新版金蝶哲學進一步明確了新發展階段我們在處理與客戶、員工、夥伴（生態）、股東、同行、政府、環境、公眾等八大利益相關方關係時奉行的準則和行為標準，在充分考慮各相關方利益平衡的基礎上，實現企業的可持續發展。

Focusing on our 30th anniversary theme of "Starting with the heart and move towards a world-class enterprise", the new version of Kingdee Philosophy further clarifies the principles and behavioral standards that we uphold in dealing with eight key stakeholders: customers, employees, partners, shareholders, peers, the government, the environment, and the public, in our new stage of development. By fully considering the balance of interests among all stakeholders, we aim to achieve sustainable development for the company.



金蝶哲學八大利益相關方原則
Eight Stakeholder Principles of Kingdee Philosophy

可持續發展治理

Sustainable Development Governance

我們建立全面且完善的 ESG 管治架構，通過董事會監督及規劃、管理層推動、執行層落實三個層面系統推進 ESG 治理和績效提升。報告期內，董事會通過問詢、定期審閱和聽取 ESG 管理層工作報告、ESG 年度報告等形式對 ESG 工作進行指導和監督。ESG 管理層通過多次議題專項研討，推動 ESG 執行落實相關策略，及時監督、審核並提供指導意見。

We have established a comprehensive and well-structured ESG governance framework that systematically promotes ESG governance and performance improvement through three levels: board oversight and planning, management driven, and executive implementation. During the reporting period, the Board of Directors exercised guidance and oversight over ESG initiatives by conducting inquiries, conducting regular reviews, and actively listening to the work reports and annual reports submitted by the ESG management team. Additionally, the ESG management team facilitated numerous discussions centered on specific topics to ensure the successful implementation of pertinent strategies. This approach enabled the team to offer timely supervision, comprehensive reviews, and valuable guidance throughout the reporting period.

ESG 管理架構層級 ESG Work Levels	具體職責 Specific Responsibilities
董事會 The Board of Directors	<ul style="list-style-type: none"> ● 授權董事會下設的戰略與可持續發展委員會負責 ESG 具體事宜。對本公司的 ESG 策略及執行全權負責。 ● Delegating authority to the Strategy and Sustainable Development Committee under the Board of Directors to be responsible for specific ESG matters; Full authority over the development and implementation of our company's ESG strategy.
戰略與可持續發展委員會 Strategy and Sustainable Development Committee	<ul style="list-style-type: none"> ● 制定本公司 ESG 願景、戰略及目標並監督其實施，定期復核目標達成狀況並向董事會匯報及提出建議； ● Defining the company's ESG vision, strategies, and objectives, overseeing their implementation, periodically reviewing progress against these goals and presents reports and recommendations to the Board of Directors; ● 評估、識別對公司有重大影響的 ESG 相關風險與機遇；監督並指導 ESG 管理層的相關工作，實現對公司 ESG 工作的整體推進。 ● Evaluateing and identifying any material ESG-related risks and opportunities that impact the company; Overseeing and guiding the ESG management team to ensure consistent progress and advancement of ESG initiatives.
管理層 Management	<ul style="list-style-type: none"> ● 由總裁牽頭，各副總裁及職能部門高級管理人員組成； ● ESG Leadership Team (Led by the CEO and composed of the vice presidents and leaders of branches/subsidiaries);

ESG 管理架構層級 ESG Work Levels	具體職責 Specific Responsibilities
執行層 Execution	<ul style="list-style-type: none"> ● 調配資源配合 ESG 工作開展，檢討 ESG 工作成效，定期向戰略與可持續發展委員會匯報並提供建議。 ● Deploying resources to support ESG work, reviewing the effectiveness of ESG work, and regularly reporting and providing recommendations to the Strategy and Sustainable Development Committee. ● 由合規部作為總協同部門，各職能部門、產品業務線負責人員組成； ● Coordinated by the Compliance Department and composed of responsible personnel from functional departments and product business lines; ● 合規部負責支持 ESG 管理層開展工作，包括：梳理 ESG 目標，與各職能部門、產品業務線制定行動計劃，向 ESG 管理層匯報工作的實施情況並提供建議等； ● The Compliance Department supports the ESG management team by outlining ESG objectives, collaborating with functional departments and product lines to formulate action plans, reporting to the ESG management team, and offering suggestions; ● 其他執行層人員負責安排落實 ESG 工作的對接，監督 ESG 工作的具體落實。 ● Other members of the executive team ensure smooth execution of ESG-related tasks and oversee the specific implementation of ESG strategies.

實質性議題識別與確認

Material Issue Identification and Confirmation

我們定期根據戰略規劃、行業發展、利益相關方訴求、國際標準及同行業優秀實踐開展實質性議題識別和分析，通過利益相關方深度訪談和調研識別並確定年度實質性議題清單，針對重點議題制定管理目標和策略，在年度 ESG 報告中進行詳細響應，持續推進公司可持續發展。

We regularly conduct identification and analysis of material issues based on strategic planning, industry developments, stakeholder demands, international standards, and best practices in the industry. Through in-depth interviews and surveys with stakeholders, we identify and determine the annual list of material issues, formulate management objectives and strategies for key issues, provide detailed responses in the annual ESG report, and continuously promote the company's sustainable development.

實質性議題分析流程

Analysis Procedure for Material Topics of Kingdee

建立實質性議題庫 Create a ESG Materiality Issues List

- 結合企業 ESG 背景（地理區位、業務活動、業務關係）和標準政策、同行業實踐和專家意見，識別出與公司相關的 ESG 議題清單；
- Identify a list of ESG issues relevant to the company by considering the enterprise's ESG background (geographical location, business activities, business relationships), standard policies, industry practices, and expert opinions;
- 將議題按照治理、社會和環境維度分類。
- Categorize the issues into governance, social, and environmental dimensions.

利益相關方調研 Stakeholder Research

- 確定重點相關方群體及與其溝通的方式和渠道；
- Identify key stakeholder groups and establish communication methods and channels with them;
- 採取雙重重要性原則，設計調研問卷並邀請重點內、外部利益相關方填寫線上或線下調研問卷，對議題清單的重要性進行評分。
- Adopt the dual-importance principle to design survey questionnaires and invite key internal and external stakeholders to complete online or offline surveys, rating the importance of the ESG material issues.

重要性評估與排序 Significance Evaluation and Prioritization

- 梳理問卷反饋和評分結果，結合專家意見給出利益相關方權重；
- Analyze survey feedback and scoring results, and assign weights to stakeholders based on expert opinions;
- 結合議題對企業可持續發展和對利益相關方的影響程度，繪製企業實質性矩陣。
- Develop a corporate materiality matrix by considering the impact of issues on both the sustainable development of the enterprise and its stakeholders.

重要議題確認與報告 Material Issue Confirmation and Reporting

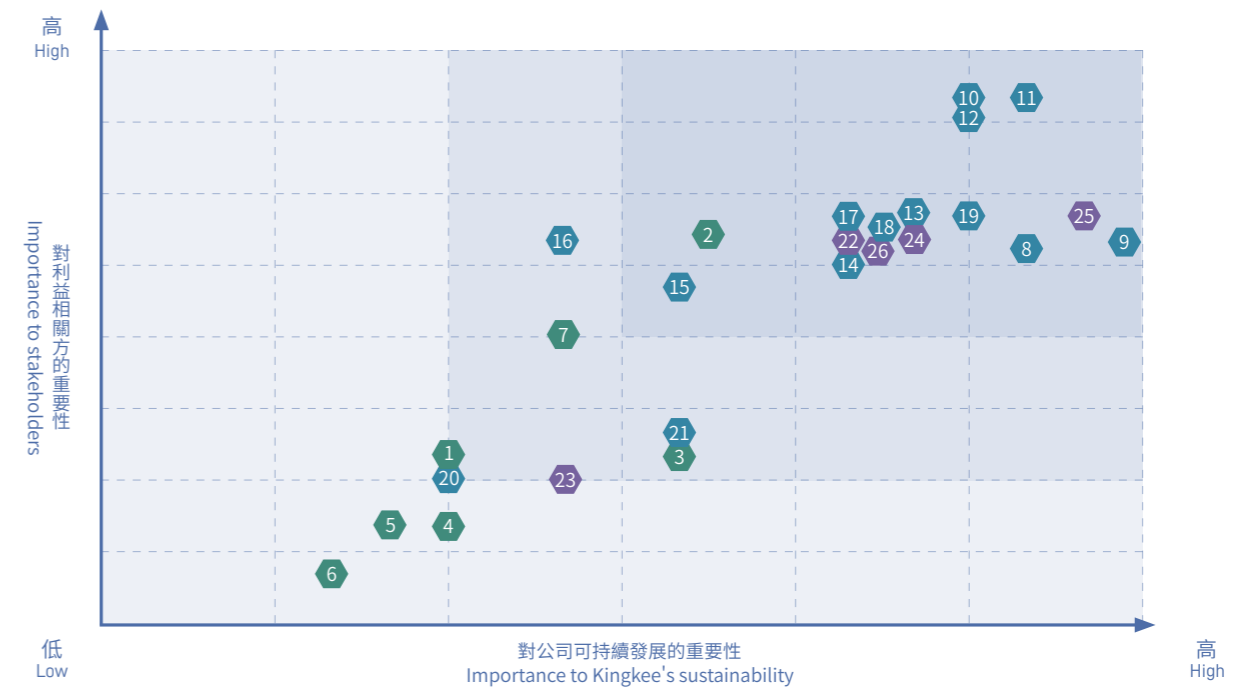
- 結合專家意見確認實質性議題；
- onfirm material issues based on expert opinions;
- 戰略與可持續發展委員會審閱並確認高影響程度的實質性議題後向董事會進行匯報，並在年度 ESG 報告中重點披露。
- The Corporate Strategy and Sustainable Development Committee will review and acknowledge the highly important issues, report them to the Board of Directors, and provide prominent disclosure in the annual ESG report.

實質性議題重要性評估結果

Assessment Results of the Importance of Material Topics

報告期內，我們開展新一輪實質性議題識別與分析工作，採用雙重重要性原則識別出涵蓋環境、社會、治理 3 大領域共 26 項議題，經利益相關方調研和評估後，形成如下實質性議題矩陣，重要性程度較高的議題位於矩陣的右上角，重要性程度較低的議題則位於左下角。

In 2023, we conducted a new round of identification and analysis of material issues, using the dual-importance principle to identify a total of 26 issues covering the three major areas of environment, social, and governance. After research and evaluation by stakeholders, the following material issue matrix was formed, with issues of higher importance located in the top right corner of the matrix and issues of lower importance located in the bottom left corner.



環境 Environment	社會 Society	管治 Governance
1 完善環境管理體系 Enhancing environmental management system	8 研發與創新 R&D innovation	15 員工工作與生活平衡 Work-Life balance for employees
2 應對氣候變化 Addressing climate change	9 優質的產品與服務 Quality products and services	16 公平、多元和包容的工作環境 Fair, diverse, and inclusive work environment
3 綠色採購 Green procurement	10 客戶權益保障 Customer rights protection	17 職業健康與安全 Occupational health and safety
4 能源使用管理 Energy use and management	11 數據安全與隱私保護 Data security and privacy protection	18 構建生態夥伴關係 Building ecological partnerships
5 水資源管理 Water resource management	12 網絡安全 Cybersecurity	19 促進行業發展 Promoting industry development
6 廢棄物管理 Waste management	13 保障員工權益 Employee rights and interests protection	20 社區參與與資源投入 Community engagement and resource investment
7 提供清潔技術與服務 Providing clean technology and services	14 員工培訓與發展 Employee training and development	21 供應商 ESG 管理 Supplier ESG management
		22 良好企業管治 Good corporate governance
		23 ESG 風險與機遇管理 ESG risk and opportunity management
		24 商業道德與誠信 Business ethics and integrity
		25 知識產權保護 Intellectual property protection
		26 責任文化建設 Responsible culture development

來自社會各界利益相關方的意見對於我們的可持續發展有著重要影響。我們通過多種形式與各利益相關方建立常態化溝通機制，將實質性議題調研分析結果融入公司日常運營，攜手利益相關方共同可持續發展。

Opinions from all stakeholders in society have a significant impact on our sustainable development. We have established regular communication mechanisms with all stakeholders through multiple forms, integrating the research and analysis results of material issues into the company's daily operations, and working together with stakeholders for sustainable development.



員工 Employees

關注議題 Topics

職業健康與安全
Occupational health and safety

員工培訓與發展
Employee training and development

公平、多元和包容的工作環境
Fair, diverse, and inclusive work environment

保障員工權益
Employee rights and interests protection

員工工作與生活平衡
Employees work-life balance

溝通渠道 Channels

職工代表大會
Workers' Congress

員工座談會
Employee Forums

心聲社區
Employee Voice Community

線上即時通訊平台
Online Instant Messaging Platforms

申訴舉報機制
Complaint and Reporting Channels

GPS 調查
GPS (Global Pulse Survey)

報告期亮點溝通成效 Highlights of Communication Effectiveness

- 新增面授課程 43 門，組織的面授培訓合計 149 場，累計 4,954 人天，總體滿意度 4.83（滿分為 5 分）。新增線上課程 1,204 門，通過「金蝶雲課堂」進行的線上學習累計 199,124 小時，總體滿意度 4.99（滿分為 5 分）。
Added 43 new offline courses, organized a total of 149 offline training sessions, with a total participation of 4,954 person-days and an overall satisfaction rating of 4.83 out of 5. Introduced 1,204 new online courses, with a cumulative of 199,124 hours of online learning through the "Kingdee Cloud Classroom," achieving an overall satisfaction rating of 4.99 out of 5.
- 心聲社區累計收到發帖 9,468 條，關於管理思考、產品或員工基礎服務的有效建議 1,005 條。
The Employee Voice Community received a total of 9,468 posts, including 1,005 valid suggestions related to management, products, and basic employee services
- 舉辦「共前進，向未來」主題座談會 1 場。
Hosted one thematic forum titled "Moving Forward Together Towards the Future"
- 近 1.1 萬名員工參與 GPS 調研，GPS 調查分值为 88.72。
Around 11,000 employees participated in the GPS survey, achieving a score of 88.72.



供應商 / 服務提供者、生態夥伴 Suppliers/Service Providers and Partners

關注議題 Topics

供應商 ESG 管理
Supplier ESG management

客戶權益保障
Customer rights protection

構建生態夥伴關係
Building ecological partnerships

商業道德與誠信
Business ethics and integrity

數據安全與隱私保護
Data security and privacy protection

網絡安全
Cybersecurity

溝通渠道 Channels

招標
Bidding

項目採購
Project procurement

合同與協議
Contracts and agreements

雲課堂
Cloud classroom

培訓與賦能
Training and Empowerment

報告期亮點溝通成效 Highlights of Communication Effectiveness

- 合格供應商簽署《金蝶供應商 CSR 行為準則》（2023 年 5 月開始執行），2023 年已簽署 120 餘家。
We implemented the "Kingdee Supplier CSR Code of Conduct" in May 2023. Since then, over 120 suppliers have signed the code, committing to adhere to responsible business practices.
- 《誠信廉潔、合作共贏》宣導，覆蓋一年內常合作的 498 家供應商，約 670 個連絡人及金蝶內部關聯部門。
Conducted an awareness campaign titled "Integrity, Honesty, and Win-Win Cooperation", covering 498 suppliers, engaging approximately 670 regular contacts and our internally-related departments
- 雲課堂推出《金蝶夥伴信息安全培訓》課程，幫助所有合作夥伴提高信息安全意識。
Introduced a dedicated "Kingdee Partner Information Security Training" course on our cloud-based learning platform. This initiative aims to enhance the information security awareness of all our partners.
- 面向所有營銷服務夥伴開展 96 場線下賦能訓練營，覆蓋夥伴超 8,000 人；開展了 10 餘期線上學習營及直播賦能，覆蓋夥伴超 4,200 人。
Organized 96 offline empowerment training camps to all marketing service partners, reaching over 8,000 audience. Additionally, we conducted over 10 online learning sessions and live streaming broadcasts, benefiting over 4,200 partners.
- 面向獨立軟件發展商舉辦 27 期線上金蝶雲·蒼穹初中級開發學習營和 3 期線下培訓營，覆蓋超 5,700 夥伴研發人員。
Hosted 27 online learning camps and 3 offline training sessions focused on beginner and intermediate-level development for Kingdee Cloud Cosmic. These programs collectively trained over 5,700 R&D personnel from partners.



投資者 / 股東 Investors/Shareholders



關注議題 Topics

保障員工權益
Employee rights and interests protection

員工培訓與發展
Employee training and development

商業道德與誠信
Business ethics and integrity

良好企業管治
Good corporate governance

構建生態夥伴關係
Building ecological partnerships

應對氣候變化
Addressing climate change

提供清潔技術與服務
Clean technology and services



溝通渠道 Channels

定期報告
Periodic Reports

股東大會
General Meeting of Shareholders

創見者大會
Changemakers Meeting

路演
Roadshows

徐少春個人公眾號
Xu Shaochun Personal WeChat public account

投資者連線大事記
Investor Online Chronology



報告期亮點溝通成效 Highlights of Communication Effectiveness

- 每年開展 2 次「業績發佈會」，中小股東可不受限制參加業績發佈會，獲取業績解讀和高管連線機會。
Held two "results conferences" a year, with unrestricted access for minority shareholders to gain access to results interpretation and opportunities to interact with senior management.
- 每季度向投資者發送「投資者連線大事記」。
Sent "Investor Online Chronology" to investors quarterly.



客戶 / 產品用戶 Customers/Product Users



關注議題 Topics

客戶權益保障
Customer rights protection

商業道德與誠信
Business ethics and integrity

數據安全與隱私保護
Data security and privacy protection

網絡安全
Cybersecurity privacy

研發與創新
R&D innovation



溝通渠道 Channels

售後熱線
After-sales hotline

滿意度調研
Satisfaction survey

徐少春個人公眾號
Xu Shaochun Personal WeChat public account

客戶大會
Customer conference



報告期亮點溝通成效 Highlights of Communication Effectiveness

- 開展針對全體客戶的滿意度調研項目「用戶全旅程 20 個觸點滿意度評價」。報告期內，14 個觸點綜合滿意度為 91.3%。
Conducted a satisfaction survey project targeted at all customers called "User Journey 20 Touchpoint Satisfaction Evaluation." In 2023, the overall satisfaction score across the 14 touchpoints was 91.3%.
- 各反饋渠道 2023 年共收到客戶有效投訴 196 宗，投訴同比下降 50%。
Received a total of 196 valid customer complaints through multiple feedback channels in 2023, representing a YoY decrease of 50%.
- 每年度組織「創見者大會」，聆聽用戶的心聲，深入了解客戶使用金蝶產品情況。
Organized an annual "Changemakers Meeting" to listen to customers' opinions and gain a deeper understanding of customers' usage of Kingdee products.



政府 / 監管機構、外部機構： 包括但不限於公益組織 / 非政府團體、科研院校等

Supervision and management institutions, external intermediaries:
including but not limited to public welfare organizations non governmental organizations , research institutes, etc.

- 與中南大學、哈爾濱工業大學（深圳）等 379 所學校協作，開設 47 門數字化實踐能力課程、共建 107 個實驗室和實訓基地，累計開課達 1,137 班次，為超 30,000 名學生提供學習服務。舉辦 10 餘場線上線下師資研修活動，幫助近 2,000 名在校老師提升數字化實踐教學水平。

Collaborated with 379 universities including Central South University and Harbin Institute of Technology (Shenzhen) to offer 47 digital practical ability courses, co-construct 107 laboratories and training bases, offering 1,137 classes in total and providing learning services to over 30,000 students. We held more than 10 online and offline teacher training activities to help nearly 2,000 in-school teachers improve their digital practical teaching skills.

- 與四川農業大學、貴州師範大學、貴州財經大學等學校聯合開設金蝶顧問班、共建實習基地，累計說明 4,000 餘名學生提升數字化應用技能，為學生引薦生態夥伴及行業企業的工作機會。

Jointly established Kingdee consulting classes and internship bases with Sichuan Agricultural University, Guizhou Normal University, Guizhou University of Finance and Economics, and other universities, helping over 4,000 students improve their digital application skills and referring them to job opportunities with partners and industry enterprises.

- 與華中科技大學、西安交通大學、復旦大學、四川大學、上海財經大學、中央財經大學、中南財經政法大學等院校攜手累計獲批立項 168 個項目，支持資金超過 100 萬。

Partnered with Huazhong University of Science and Technology, Xi'an Jiaotong University, Fudan University, Sichuan University, Shanghai University of Finance and Economics, Central University of Finance and Economics, Zhongnan University of Economics and Law, and other universities to fund 168 projects, with exceeding RMB 1 million.

- 聯合浙江工商大學、山東商業職業技術學院牽頭組建了全國數智財稅行業產教融合共同體，參與建設單位包括 100 餘所學校和近 60 家企業。

Joined forces with Zhejiang Gongshang University and Shandong Vocational College of Commerce to lead the establishment of a nationwide digital fiscal and taxation industry integration community for production and education, involving over 100 schools and nearly 60 enterprises.

- 聯合西南財經大學、四川財經職業學院牽頭組建成立「全國數字化財經產教融合共同體」。

Collaborated with Southwestern University of Finance and Economics and Sichuan Vocational College of Finance and Economics to lead the establishment of a "National Digital Finance and Economics Production and Education Integration Community".

關注議題 Topics

商業道德與誠信
Business ethics and integrity

良好企業管治
Good corporate governance

社區參與與資源投入
Community contribution and charity

數據安全與隱私保護
Cybersecurity privacy and data security

研發與創新
R&D innovation

廢棄物管理
Waste management

能源使用管理
Energy and resource use management

溝通渠道 Channels

信息披露
Information disclosure

合作項目
Cooperative projects

政策諮詢
Policy consultation

監督檢查
Supervision and inspection

報告期亮點溝通成效 Highlights of Communication Effectiveness

- 「思源·金蝶教育移民班」每年幫助 50 名貧困學生完成高中學業，至 2023 年已開展四期，捐贈金額達 120 萬元。

"Si Yuan - Kingdee Education Immigration Class" helps 50 impoverished students complete their high school education every year. In 2023, four sessions was conducted, with a total donation of RMB 1.2 million.

貢獻 SDGs Contribution to SDGs

報告期內，我們根據自身業務特性分析和梳理了自身的可持續發展與聯合國可持續發展目標（United Nations Sustainable Development Goals, UNSDGs）的關聯性，精選出相關性最高的 12 個可持續發展目標進行重點對標管理。

In the reporting period, we analyzed and sorted out the correlation between Kingdee's sustainable development goals and the United Nations Sustainable Development Goals (UNSDGs) based on the business characteristics, and selected 12 sustainability development goals with the highest correlation for prioritized management.

重點響應目標 Key Response Goals	金蝶國際行動 Corporate Action
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ul style="list-style-type: none"> ● 堅守商業道德，以依法合規作為企業管治的根本建立起責權明晰、科學高效的公司治理機制、全面完整的 ESG 管治架構、以及完善的風險評估體系，維護企業的可持續運營與發展。 Adhere to business ethics and established a clear, scientific, and efficient corporate governance mechanism, a comprehensive ESG governance structure, and a sound risk assessment system based on compliance with laws and regulations as the foundation of corporate governance. This ensures sustainable operation and development of the enterprise. ● 開展 2 輪面向全體員工的哲學修訂意見徵集，共收集反饋意見超 1.4 萬條，發佈《金蝶哲學 5.0》。 Conducted two rounds of philosophy revision feedback solicitation from all employees, collecting over 14,000 pieces of feedback, and published "Kingdee Philosophy 5.0."
<p>對應議題 Issues</p> <p>良好企業管治 Good corporate governance</p> <p>商業道德與誠信 Business ethics and integrity</p> <p>責任文化建設 Responsible culture development</p>	
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<ul style="list-style-type: none"> ● 通過多種形式與各利益相關方建立了常態化的溝通機制。 Establishment of regular communication mechanisms with all stakeholders through multiple channels. ● 定期開展生態夥伴賦能活動，與 6 類生態合作夥伴積極合作，助力行業生態建設。 Regularly conducting empowerment activities for ecological partners and actively collaborate with six types of ecological partners to support the development of the industry ecosystem. ● 成立中國管理模式研究院，定期發佈研究成果。 Establishment of the China Management Model Research Institute to regularly publish research results.
<p>對應議題 Issues</p> <p>構建生態夥伴關係 Building ecological partnerships</p> <p>促進行業發展 Promoting industry development</p>	

重點響應目標 Key Response Goals	金蝶國際行動 Corporate Action
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<ul style="list-style-type: none"> ● 設立深圳、北京和長沙三地研發中心。 Establishment of R&D centers in Shenzhen, Beijing, and Changsha. ● 通過優秀創新獎、微創新獎等獎項評選，鼓勵員工自由創新。 Encouraging employees to innovate freely by setting up several awards, including Outstanding Innovation Award and Micro-Innovation Award. ● 推出金蝶蒼穹 GPT、金蝶財務大模型、金蝶星域工業互聯網平台等行業創新性產品。 Launched industry-innovative products such as Kingdee Cosmic GPT, Kingdee Financial Big Model, and Kingdee Xingyu Industrial Internet Platform. ● 建立了完善的知識產權管理體系。 Establishment of a comprehensive intellectual property management system. ● 要求所有供應商簽署《陽光合作承諾書》《金蝶供應商 CSR 行為準則》。 Requiring all suppliers to sign the <i>Commitment to Anti-Corruption Cooperation</i> and <i>Kingdee Supplier CSR Code of Conduct</i>.
<p>對應議題 Issues</p> <p>研發與創新 R&D innovation</p> <p>供應商 ESG 管理 Supplier ESG management</p>	
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> ● 已獲得 ISO9001 質量管理體系、CMMI（能力成熟度模型集成）體系最高等級、ISO/IEC 20000 信息技術服務管理體系標準、ITSS（信息技術服務標準）等系列信息服務行業質量管理體系認證並保持持續有效。 Obtained and continuously maintaining a series of quality management system certifications for the information service industry, including ISO 9001 Quality Management System, the highest level of CMMI (Capability Maturity Model Integration), ISO/IEC 20000 Information Technology Service Management System standard, and ITSS (Information Technology Service Standards). ● 基於 IPD 框架構建起系統的 ITM（Idea To market）管理流程。 Base on the IPD framework, we established a systematic ITM (Idea To Market) management process. ● 圍繞項目啟動、需求藍圖、構建測試和上線驗收等核心環節制定一系列指引原則和工作質量標準。 Developing a set of guiding principles and work quality standards centered around key aspects such as project initiation, requirements blueprint, construction testing, and online acceptance. ● 建立包括線上工單、智能客服、智能語音熱線、IM（Instant Messaging）專家支持、社區自助 / 互助等 5 大客戶服務支持渠道。 Establishment of five major customer service support channels, including online work orders, intelligent customer service, intelligent voice hot-lines, IM (Instant Messaging) expert support, and community self-help/mutual assistance. ● 構建用戶全旅程體驗評測體系。 Constructing a comprehensive user experience evaluation system that covers the entire customer journey. ● 完善信息安全管理架構，建立有效的安全應急響應程序、定期專項安全提升方案和信息安全文化建設。 Improvement of our information security management structure by establishing effective security emergency response procedures, regular specialized security enhancement plans, fostering a culture of information security.
<p>對應議題 Issues</p> <p>優質的產品與服務 Quality products and services</p> <p>客戶權益保障 Customer rights protection</p> <p>數據安全與隱私保護 Data security and privacy protection</p> <p>網絡安全 Cybersecurity</p>	

重點響應目標
Key Response Goals

金蝶國際行動
Corporate Action



- 通過定期線上線下培訓活動，助力中小微企業數字化意識、能力提升。
Assisting small and medium-sized enterprises in enhancing their digital awareness and capabilities through regular online and offline training activities.
- 與中華思源工程扶貧基金會共同設立「金蝶教育移民班」，以助他們順利完成學業，至今已開設四期，捐贈金額高達 120 萬元。
Establishment of the "Kingdee Education Immigration Class" in collaboration with the China Siyuan Foundation for Poverty Alleviation to help students successfully complete their studies. So far, four sessions have been held with a donation amount of up to RMB 1.2 million.

對應議題
Issues

社區參與和資源投入
Community contribution and charity

- 報告期內，向廣州市促進民營經濟發展基金會捐款 30 萬元，助力創新企業培育。
During the reporting period, donated 300,000 yuan to Guangzhou Foundation for Promoting Private Economic Development to help foster innovative enterprises.
- 積極參與社區環境改造，對金蝶大廈周邊景觀進行重建，為社區和員工打造了一個多功能、開放的休閒場所。金蝶綠化景觀累計種植喬灌木 20 餘種，其中，喬灌木 105 株，片植灌木地被近 3,600 平方米，員工在工作之餘可以在戶外放鬆身心，享受大自然的美景，也為社區提供了優質的戶外休閒場所。

Kingdee actively engages in the revitalization of the local environment, undertaking the reconstruction of its surrounding landscape. This endeavor aims to foster a multifaceted and accessible recreational space for both the company's employees and the broader community. Over the years, Kingdee's green spaces have accumulated a diverse collection of more than 20 species of trees and shrubs, including 105 individual trees and shrubs, covering nearly 3,600 square meters of shrubbery. These green spaces offer employees an idyllic outdoor relaxation area where they can unwind and appreciate the serenity of nature during their breaks. Furthermore, they serve as a premium outdoor leisure destination for the local community, enhancing its quality of life and fostering a deeper connection with nature.



- 除法定福利外，建立完善的自有福利體系，為員工提供豐富的福利。
Establishment of a comprehensive in-house welfare system to provide employees with a wide range of benefits, in addition to statutory benefits.
- 通過系列安全風險評估、安全演習與培訓活動，強化安全風險管理並提供健康服務。
Strengthening safety risk management and providing health services through a series of safety risk assessments, safety drills, and training activities.

對應議題
Issues

保障員工權益
Employee rights and interests protection

職業健康與安全
Occupational health and safety

員工工作與生活平衡
Work-Life balance for employees

- 舉辦豐富的文體活動。
Organized a variety of cultural and sports activities.

重點響應目標
Key Response Goals

金蝶國際行動
Corporate Action



- 通過線上 / 線下為員工提供包括新員工培訓、通用能力培訓、專業能力培訓、領導力培訓等系列豐富課程。

Provided employees with a rich selection of courses through online and offline platforms, including new employee training, general skills training, professional skills training, and leadership training.

對應議題
Issues

員工培訓與發展
Employee training and development



- 鼓勵發展女性領導力，報告期內，公司管理層幹部女性占比達 30%。
Encouraging the development of female leadership. In 2023, women accounted for 30% of the company's management cadres.

對應議題
Issues

保障員工權益
Employee rights and interests protection

公平多元和包容的工作環境
Fair, diverse, and inclusive work environment

- 現任董事中包含 2 名女性董事，占比 28.57%。
The current Board of Directors includes two female directors and the proportion of female directors reached 28.57%.



- 進一步規範薪酬核算發放管理，完善薪酬核算發放流程，確保薪酬核算發放安全合規、精準高效。

Further standardizing the management of salary calculation and payment, improved the process, to ensure that salary calculation and payment are compliant, accurate, and efficient.

對應議題
Issues

保障員工權益
Employee rights and interests protection

員工培訓與發展
Employee training and development

- 建立了管理與專業雙通道，橫向與縱向流動的職業發展路徑。同時，員工可對自身晉升結果進行申訴。
Implementation of a dual-channel career development path for both management and professional roles, with horizontal and vertical mobility. Meanwhile, employees can appeal their own promotion results.

重點響應目標
Key Response Goals金蝶國際行動
Corporate Action10 REDUCED
INEQUALITIES

對應議題

Issues

保障員工權益

Employee rights and interests protection

公平、多元和包容的工作環境

Fair, diverse, and inclusive work environment

社區參與和資源投入

Community contribution and charity

- 制定適用於全集團的《人才招聘管理制度》，確保不因種族、膚色、性別、年齡或婚育等因素損害員工就業、職業機會及待遇，並為殘障人士提供就業機會。

Establishment of the *Talent Recruitment Management System* applicable to the entire group, ensuring that employees' employment, career opportunities, and treatment are not compromised due to factors such as race, color, gender, age, or marital status, and providing employment opportunities for people with disabilities.

- 「思源·金蝶教育移民班」每年幫助 50 名貧困學生完成高中學業，至 2023 年已開展四期，捐贈金額達 120 萬元。

"Si Yuan - Kingdee Education Immigration Class" annually assists 50 impoverished students in completing their high school education. In 2023, four sessions have been conducted with a total donation of RMB 1.2 million.

6 CLEAN WATER
AND SANITATION

對應議題

Issues

水資源管理

Water resource management

綠色採購

Green procurement

- 通過拓展水源、用水設備節水管理、日常用水管理等方式持續降低用水強度；通過用水設備、用水監控設備的持續升級，提升用水效能。

Continuously reducing water intensity through the expansion of water sources, water-saving management of water equipment, and daily water management; improving water efficiency through continuous upgrades of water equipment and water monitoring devices.

- 將綠色、低碳理念融入在日常行政物料、雲服務、IT 設備以及空調、馬桶等用水用能設備採購過程中。

Integrating green and low-carbon concepts into the procurement process of daily administrative materials, cloud services, IT equipment, as well as water and energy-consuming devices such as air conditioning and toilets.

13 CLIMATE
ACTION

對應議題

Issues

應對氣候變化

Addressing climate change

能源使用管理

Energy use and management

- 對氣候風險進行識別和評估並採取管理行動。

Identification and assessment of climate risks, followed by management actions.

- 制定溫室氣體排放和能源指標目標。

Establishment of greenhouse gas emission and energy indicator targets.

- 各園區通過對空調、照明、變壓器等開展日常能耗管理，實現管理減碳；並定期開展節能改造和設備升級，有效降低能源使用。

Daily energy consumption management of air conditioning, lighting, transformers, etc. in all offices to achieve carbon reduction through management; regular energy-saving renovations and equipment upgrades to effectively reduce energy usage.

- 新總部大樓金蝶雲大廈已獲得 LEED 鉑金預認證和中國綠建三星級認證。

The new headquarter, Kingdee Cloud Building received LEED Platinum initial certification and China Green Building Three-Star certification.

董事會多元化

Board Diversity

金蝶國際建立單一結構的董事會，下設審核委員會、薪酬委員會、提名委員會、戰略與可持續發展委員會 4 個專門委員會協助董事會開展工作。

金蝶國際制定《董事會多元化政策》，持續關注包括但不限於技能、知識、經驗、性別及背景、年齡和獨立性等多元化因素，不斷提高董事會的決策質量和監督能力，促進公司的長期穩定發展。公司董事會成員具備豐富的行業經驗，具備 IT、科技電子、諮詢、工商管理、審計等專業能力。公司的獨立非執行董事占董事會人數 40% 以上，現任董事會成員中，執行董事 2 名，非執行董事 2 名，獨立非執行董事 3 名；現任董事中包含 2 名女性董事，占比 28.57%。

風險管理

Risk Management

金蝶國際致力於不斷完善風險管理體系，根據 ISO31000 管理標準，建立企業風險識別、評估和應對體系，持續提升風險管理能力，確保公司發展行穩致遠。

風險管理架構

Risk Management Structure

我們建立包括治理層、管理層和執行層的風險管理架構，治理層對風險管理承擔最高責任；管理層統籌風險管理工作，向上定期向董事會匯報工作情況並提供建議，向下指導和監督執行層工作，推動組織整體風險管理目標實現；執行層負責採取具體行動實現風險管理目標，開展各領域的風險管理活動，定期向管理層匯報並提供建議。

Kingdee established a unitary structure for its Board of Directors, with four committees, namely the Audit Committee, the Remuneration Committee, the Nomination Committee and the Strategy and Sustainable Development Committee, to assist the Board in carrying out their duties.

Kingdee values the diversity of its Board of Directors and established the *Board Diversity Policy*. Kingdee focuses on a number of diversity factors, including but not limited to skills, knowledge, experience, gender and background, age, and independence. This policy aims to continuously improve the decision-making quality and supervisory capabilities of the Board, promoting the long-term stable development of the company. The current Board of Directors are equipped with a wide range of industry experience, including IT, technology electronics, consulting, business management, auditing, etc. The Company's independent non-executive directors make up more than 40% of the Board of Directors. Among the current Board members, two are executive directors, two are non-executive directors and three are independent non-executive directors to protect the interests of shareholders and the Company. The current Board of Directors includes two female directors and the proportion of female directors reached 28.57%.

Kingdee is committed to continuously improving its risk management system. Based on the ISO 31000 management standard, the company has established an enterprise risk identification, assessment, and response system to enhance its risk management capabilities and ensure the company's steady and far-reaching development.

Kingdee established a risk management structure consisting of the governance team, management team, and execution team. The governance team bears the ultimate responsibility for risk management. The management team coordinates risk management efforts, regularly reports the status, provides recommendations to the Board of Directors, guides and supervises the execution team, and drives the achievement of the organization's overall risk management objectives. The execution team is responsible for taking specific actions to achieve risk management objectives, carrying out risk management activities in various areas, regularly reporting to the management, and providing recommendations.

治理層
Governance

董事會
The Board of Directors

- 風險管理最高責任機構；
Serves as the ultimate authority for risk management decisions;
- 負責評估與制定風險管理政策和策略；
Responsible for evaluating and formulating risk management policies and strategies;
- 檢討風險管理和內部監控制度；
Reviews risk management and internal control systems;
- 監控風險管理成效。
Monitors the effectiveness of risk management efforts.

董事會審核委員會
Audit Committee

- 負責具體評估風險管理和內部監控系統的設計與運作成效；
Responsible for specifically evaluating the design and operational effectiveness of risk management and internal control systems;
- 對風險管理的資源進行評估，確保人員、培訓、預算等滿足風險管理目標；
Assesses risk management resources to ensure that personnel, training, budget, etc., meet risk management objectives;
- 負責審核有關風險管理的重要調查報告等，並就前述事宜向董事會作出報告。
Reviews significant investigation reports related to risk management and reports on the aforementioned matters to the Board of Directors.

管理層
Management

CEO 辦公會
CEO Office Meeting

- 統籌內部風險管理工作；
Coordinates internal risk management efforts;
- 向上定期向董事會匯報工作情況並提供建議；
Regularly reports the status and provides recommendations to the Board of Directors;
- 向下指導和監督執行層工作，推動組織整體風險管理目標實現。
Guides and supervises the execution team, driving the achievement of the organization's overall risk management objectives.

執行層
Execution

第一道防線
First Line of Defense

業務組織
Business Lines

- 及時在職權範圍內進行自我風險識別和評估；
Conducts timely self-identification and assessment of risks within their scope of authority;
- 制定和實施對應的風險管理策略；
Develops and implements corresponding risk management strategies;
- 根據風險管理政策向管理層報告。
Reports to the management based on risk management policies.

第二道防線
Second Line of Defense

- 專屬風險控制組織 Dedicated Risk Control Departments

財務部
Finance Department

- 定期進行財務風險評估，監控企業的財務狀況，及時發現和處理財務風險。
Regularly conducts financial risk assessments, monitors the financial status of the enterprise, and promptly identifies and addresses financial risks.

合規部
Compliance Department

- 監控各領域公司的合規執行情況，確保企業遵守法律法規和行業準則。
Monitors the compliance status of the company to ensure adherence to laws, regulations, and industry standards.

法務部
Legal Department

- 重點關注並定期匯報重大合同風險、重大履約風險，幫助規避法律風險。
Focuses on and regularly reports material contract risks, significant performance risks, and helps to avoid legal risks.

信息安全 /
研發安全賦能部
Information Security/
R&D Security Enablement
Department

- 開展信息安全和研發安全專項，防止數據洩露和技術漏洞帶來的風險。
Implements specialized projects for information security and R&D security to prevent risks arising from data breaches and technical vulnerabilities.

第三道防線
Third Line of Defense

審計部
Audit Department

- 在核心關鍵流程節點構建內控機制，及時識別體系化風險；
Establishes robust internal control mechanisms at crucial junctures of core processes to ensure timely identification and mitigation of systematic risks;
- 定期進行內部審計及專項審計以評估企業內部控制的有效性；
Regularly conducts internal audits and special audits to assess the effectiveness of the enterprise's internal controls;
- 將工作成果匯總成定期報告，向管理層匯報風險點及改進建議。
Summarizes work results into periodic reports, presenting risk points and improvement suggestions to management.

風險管理流程 Risk Management Process

我們建立覆蓋風險識別、風險評估、風險應對、風險監控與報告等環節的全生命週期風險管理流程，持續強化風險管理水平。

風險識別 Risk Identification

通過各種途徑，如內部審計、安全評估、市場調研等，識別可能對公司產生影響的風險。審核委員會每年檢討公司內部監控及風險管理系統成效，督促各業務單元與職能部門識別營運過程中可能存在的內外部風險。

風險評估 Risk Assessment

各業務單元與職能部門對識別的風險，從發生的可能性及影響程度進行評價，篩選出重大風險。

風險應對 Risk Response

風險責任部門對已識別的的重大風險，結合公司風險承受度，妥善使用風險回避、降低、分擔或承受等方法制定風險應對方案，促使公司合理調配資源應對風險，使公司整體風險水平降至可接受範圍。

風險監控與報告 Risk Monitoring and Reporting

對風險進行持續監控，及時發現和處理新的風險，審計部、財務部、合規部、法務部、信息安全 / 研發安全賦能部等專屬風險控制組織定期向管理層和董事會提交風險報告，匯報風險管理的進展情況和成果，並提出改進建議。

We established a full-lifecycle risk management process covering risk identification, risk assessment, risk response, risk monitoring, and reporting, to continuously strengthen our risk management capabilities.

By conducting internal audits, safety assessments, market research, we identify potential risks that could affect the company. The audit committee annually reviews the effectiveness of the company's internal control and risk management systems, thereby encouraging business units and functional departments to pinpoint possible internal and external risks within their respective operations.

Each business unit and functional department conducts a thorough evaluation of the identified risks, assessing their likelihood of occurrence and potential impact to determine the material risks that require priority attention.

In addressing the significant risks identified, the designated risk departments collaborate, considering the company's risk appetite, to devise risk response strategies utilizing methods such as avoidance, mitigation, transfer, or acceptance. This ensures the efficient allocation of resources towards risk management and maintains the overall risk exposure within tolerable limits.

Risks are consistently monitored to promptly detect and address any emerging threats. Specialized risk control entities, including the audit, finance, compliance, legal, and information security/R&D enablement departments, periodically submit comprehensive risk reports to the management and the Board of Directors. These reports outline the progress and accomplishments in risk management efforts and offer recommendations for further enhancement.

風險管理文化 Risk Management Culture

我們通過「意識培養——管理參與——報告回饋」三級機制建立起與公司相適應的風險管理文化。

培養員工風險意識 Enhancing Employees' Risk Awareness

我們定期通過培訓、教育和宣傳等方式，提高員工對風險的認知和理解，培養員工的風險意識。如法務部組織的防範合同、訴訟相關風險的培訓；信息安全 / 研發安全賦能部及合規部聯合舉辦的各類客戶數據安全及隱私保護的培訓；財務部組織的防範財務風險、資金安全方面的培訓等。

鼓勵員工參與風險管理 Encouraging Employee Participation in Risk Management

我們鼓勵員工積極參與風險管理工作，在實踐中提高員工的風險管理能力和責任感。

建立風險報告和反饋機制 Establishing Risk Reporting and Feedback Mechanisms

我們通過建立有效的風險報告和反饋機制，及時發現和解決風險問題。

各業務組織與職能運營部門根據職責，識別、評估及應對本部門負責的風險，在各業務及職能運營範疇，執行風險管理程序及內部監控措施，並由管理層向董事會報告。

建立獎勵和懲罰機制，鼓勵員工積極管理風險，懲罰員工的違規行為。

We fostered a risk management culture tailored to our company through a three-tier mechanism of "Awareness Cultivation - Management Participation - Reporting and Feedback".

We consistently bolster employees' comprehension and perception of risks through comprehensive training, education, and promotional activities, thereby fostering a robust risk-aware culture. For instance, the Legal Department organizes educational sessions on mitigating contract and litigation-related risks; the Information Security/R&D Security Enablement Department and the Compliance Department collaboratively conduct diverse trainings on safeguarding customer data security and privacy; the Finance Department arranges workshops on preventing financial risks and ensuring the security of funds.

We actively encourage employees to participate in risk management endeavors, enabling them to enhance their risk mitigation skills and cultivate a strong sense of responsibility through hands-on experience.

We have implemented effective risk reporting and feedback mechanisms to ensure timely identification and resolution of risk issues.

Each business organization and functional operation department is responsible for recognizing, assessing, and responding to risks within their respective domains. They execute risk management procedures and internal control measures tailored to their specific business and functional scopes, reporting regularly to the Board of Directors.

Furthermore, we instituted reward and disciplinary measures to motivate employees' proactive risk management and dissuade any non-compliant conduct.

商業道德與誠信

Business Ethics and Integrity

金蝶國際高度重視企業內部的職業道德與廉潔建設，營造誠實守信的企業氛圍，將「致良知」的價值觀體現在對舞弊行為零容忍的態度，並將其作為公司運營中所必須堅持的底線。

Kingdee attaches great importance to the construction of professional ethics and integrity within the Company, creating a corporate atmosphere of honesty and trustworthiness. We unequivocally uphold the principle of "conscience" in our steadfast commitment to eliminating fraudulent conduct and view it as an absolute prerequisite for our company's operational success.

機制保障

Mechanism Safeguards

我們建立完善的制度、設立獨立監督機構，將反腐敗、反賄賂、利益衝突等重大問題設為公司底線，反復宣導，在各業務活動的關鍵環節做出全面規範化要求，為公司的管理提供全面有效的機制保障。

We have established robust systems and an independent monitoring mechanism to manage anti-corruption, anti-bribery, and conflict of interest as the fundamental principles of our company. These principles are continuously reinforced through regular advocacy and comprehensive standardized requirements across all key aspects of our business activities. This ensures comprehensive and effective institutional guarantees for the smooth and ethical operation of our company.

管理架構

Governance Structure

我們將舞弊風險納入整體風險管理體系中，風險管理體系管理架構適用於反舞弊風險管理，由董事會承擔反舞弊管理的最終責任，對公司反舞弊相關工作執行最高監督。

We incorporate corruption risks seamlessly into our holistic risk management system, extending its applicability to anti-corruption measures. The Board of Directors assumes ultimate accountability for anti-corruption management and exerts the highest degree of supervision over the company's endeavors to combat fraud.

制度建設

System Assurance

我們制定《金蝶紀律處分條例》《金蝶生態合作夥伴違規處罰管理辦法》作為處罰制度基準，對違反法律、利益衝突、違規銷售、違規外包等行為實施處罰；制定《特殊事項報備及處理說明》指引性制度，實現利益衝突、同業競爭等違規舞弊風險監控常態化、標準化，對員工

We formulated *Kingdee Disciplinary Regulations* and *Kingdee Ecological Partner Violation Punishment Management Measures* as the benchmark for our punishment system. These regulations impose penalties for violations such as breaching the law, conflicts of interest, unauthorized sales, and unauthorized outsourcing. Additionally, we have established the *Guiding System of Special Matters Reporting and Handling Instructions* to achieve normalization and standardization in monitoring

本人參股外部公司或任職、員工在金蝶系組織內親屬關係、員工親屬涉及利益衝突或同業競爭任職事項、員工在政府、其他社會團體、院校等組織兼職或授課等特殊事項的申報要求和操作流程做出明確規定，為防範相關違規舞弊風險提供了制度支撐。

fraud risks related to conflicts of interest and horizontal competition. The Guidelines set out the requirements and procedures for reporting special matters such as an employee's investment in or office holding at an external company and other special matters that may constitute a conflict of interest, as well as special matters such as an employee's relatives within Kingdee, an employee's relative's employment involving a conflict of interest or horizontal competition, and an employee's part-time employment or teaching in a government, institution or other social organizations, providing institutional guarantees for preventing risks associated with relevant violations and fraud.

審計監督

Audit Supervision

審計部對組織各模塊業務經營承擔主要監督責任，每年通過常規經營審計、員工舉報等內外部線索鎖定違紀人員及相關業務範圍，對涉及違規舞弊的事件開展調查和後續處理。報告期內，共對 37 個組織進行常規經營審計，查處 12 起違法違紀案件，1 起夥伴違規案件，嚴肅處理職務侵占、財經違紀、侵犯商業秘密等違規違紀行為，捍衛公司底線。

The Audit Department takes the lead in carrying out the risk control and anti-corruption management of the Company's core business ethics. Each year, the Audit Department meticulously identifies disciplinary breaches and associated business domains through a combination of internal and external sources, including regular operational audits and employee reports. Subsequently, it conducts thorough investigations and implements appropriate follow-up measures in response to incidents involving fraud and violations. In 2023, a total of 37 organizations underwent rigorous operational audits, leading to the investigation of 12 cases of illegal and disciplinary breaches, as well as 1 case of partner violations. We have taken a stringent approach in addressing violations such as job encroachment, financial misconduct, and trade secret infringements, thereby firmly upholding the company's ethical standards and operational integrity.

關鍵績效 Key Performance Indexes

報告期內

During the reporting period

常規經營審計組織：**37** 個

Number of regular operational audit organizations: **37**

政府項目專項審計：**1** 次

Number of special audits of government projects: **1**

Investigated and Handled Illegal and Disciplinary Breach Cases: **12**

查處違法違紀案件：**12** 起

Investigated and Handled Partner Violation Cases: **1**

查處夥伴違規案件：**1** 起

Legal Proceedings Related to Corruption and Bribery: **0**

貪污腐敗相關法律訴訟事件：**0** 起

供應商廉潔管理

Supply Chain Anti-corruption Management

我們要求所有供應商簽署《陽光合作承諾書》，以確保與供應商合作過程的陽光透明，不定期對內部關聯部門、供應商進行《誠信廉潔、合作共贏》宣導，以持續提升供應鏈廉潔水平。報告期內，我們對常態化合作的 498 家供應商，約 670 個連絡人及我們內部關聯部門開展廉潔意識宣導，取得良好效果。

《陽光合作承諾書》條款

Terms of the Letter of Commitment to Anti-Corruption Cooperation

嚴禁商業賄賂

Strict Adherence to Commercial Integrity

供應商及其人員不得向金蝶人員或其親屬提供任何形式的回扣、現金、實物、證券、禮券等有價物品或餐飲招待、休閒娛樂、旅遊消費、子女上學便利、請吃請托等其他可能影響職務行為公正履行的活動。

嚴禁行賄及其他

Absolute Prohibition of Bribery and Illegal Conduct

供應商及其人員不得接受金蝶人員要求配合或協助進行各種形式的行賄（包括但不限於提供回扣、現金、實物、證券、禮券等有價物品）、不當利益輸送在內違法行為的請求。

利益衝突及其他披露

Transparent Disclosure of Conflicts of Interest

對存在利益衝突關係的情況以書面方式向金蝶完整、如實披露相關信息

We require all suppliers to sign the *Commitment to Anti-Corruption Cooperation* to ensure transparency and openness in our cooperation process. Additionally, we regularly conduct advocacy sessions on "Integrity, Honesty, Cooperative Win-Win" for internal related departments and suppliers to continuously improve the level of probity in our supply chain. During the reporting period, we conducted integrity awareness sessions for 498 suppliers, covering approximately 670 regular contacts and internally-related departments. The sessions yielded positive results, further strengthening the ethical foundation of our supply chain.

Suppliers and their associated personnel are prohibited from offering any form of inducement, whether in the form of kickbacks, cash, tangible goods, securities, gift vouchers, or other items of value, as well as hospitality extending to dining, leisure activities, tourism, educational benefits for children, or any other favor that might compromise the impartial discharge of duties by Kingdee personnel or their relatives.

Suppliers and their representatives must refrain from acquiescing to any request by Kingdee personnel for assistance or collaboration in bribery of any kind (encompassing, but not limited to, kickbacks, cash, physical goods, securities, gift certificates, and other valuable assets), as well as requests for engagement in any unlawful activity such as improper benefit transfers.

Suppliers are required to provide Kingdee with a comprehensive and honest written disclosure of any information pertaining to potential conflicts of interest.

嚴禁串標圍標

Rigid Opposition to Bid Manipulation and Collusion

供應商及其人員應拒絕金蝶員工授意配合進行串標或圍標等違規違法操作的請求；供應商及其人員不得串謀其他單位，在金蝶業務中進行串標或圍標等違規違法操作。

嚴禁資金往來

Strict Prohibition of Financial Transactions

供應商（含關聯單位）或供應商人員不得在任何情況下向金蝶人員或其親屬提供資金借貸。

配合反舞弊調查

Collaboration in Anti-Fraud Investigations

配合接受金蝶對其在合作期間陽光合作協定執行情況的監督和調查。

反舞弊舉報義務

Duty to Report Misconduct

就金蝶人員或金蝶業務合作單位人員營私舞弊、弄虛作假等違反職業道德準則的行為及時向金蝶舉報，供方在主動舉報的情形下，其參與的上述行為將予以免責。金蝶受理舉報的常設部門及聯繫方式為：

Suppliers and their personnel must reject any solicitation by Kingdee employees to participate in bid-rigging, collusive bidding, or other illicit business practices. Furthermore, suppliers and their personnel shall abstain from colluding with external entities to engage in such unethical practices within Kingdee's operational scope.

Under no circumstances shall suppliers (including affiliated entities) or their personnel extend financial loans to Kingdee personnel or their relatives.

Suppliers are expected to cooperate fully and accept Kingdee's oversight and scrutiny in assessing their adherence to the terms of the Sunshine Cooperation Agreement during the entirety of the business partnership.

Suppliers are obligated to promptly notify Kingdee of any instance of fraud, falsification, or breach of professional ethics committed by Kingdee personnel or its business associates. In cases where the supplier voluntarily discloses such misconduct, they shall be indemnified from any liability arising from their involvement. The designated department and contact details for reporting at Kingdee are as follows:

舉報受理部門：**金蝶審計部**

Department in Charge: **the Audit Department**

舉報電話：**0755-86072602**

Hotline: **0755-86072602**

舉報郵箱：**jubao@kingdee.com**

Email: **jubao@kingdee.com**

舉報處理

Reporting

我們制定一套完善的案件舉報、接收及處理流程，讓公司內外部的夥伴參與到公司廉潔體系建設中。

舉報制度及渠道

Reporting System and Channels

舉報人可以採取電子信箱、電話、面談或舉報人認為便利的其他方式進行舉報。金蝶雲社區、《陽光合作承諾書》等相關制度條款均註明了關於針對商業道德的舉報政策和途徑。「徐少春個人號」也可以收集相關投訴舉報信息。

舉報接收處理

Acceptance and Handling of Reports

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

舉報人保護機制

Whistle-blower Protection

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

We have established a comprehensive system for reporting, receiving, and handling cases to involve both internal and external partners in the development of our corporate integrity framework.

The Company is open to public scrutiny by publishing a whilst-blowing email, hotline, face-to-face meetings, or other convenient channels to report issues.. The Kingdee Cloud Community, *Letter of Commitment to Anti-Corruption Cooperation* and other relevant policies and provisions clearly outline the reporting policies and channels related to business ethics. The Xu Shaochun's personal WeChat public account is also available to collect complaint and reporting information.

The Company hereby delegates authority to the Audit Department as the sole department responsible for the receipt and investigation of reports. In cases of real-name reporting, the Company will reply to the whistle-blower with 24 hours regarding the acceptance; for anonymous reports containing unambiguous clues and materials, the Company will expedite processing and endeavor to establish contact with the whistle-blower. Furthermore, the Audit Department shall establish specialized project teams for the investigation and handling of diverse cases, promptly reporting findings and disclosing them in accordance with prescribed regulations.

To protect whistle-blowers and reporting clues as well as to uphold corporate governance standards, reporters are prohibited from utilizing mass emails or blind carbon copies (BCC) when submitting reports, as such actions will disqualify them from receiving any reporting incentives. While the company advocates for reports submitted under real names, it also acknowledges and accepts anonymous submissions. The reporting department and its personnel are bound by strict confidentiality obligations, safeguarding the reporter's identity and materials, and restricting access to pertinent reporting information to the minimal authorized personnel. These measures are essential to maintaining the reporter's enthusiasm, ensuring their safety, and preserving the security of sensitive information.

廉潔文化建設

Integrity Culture Development

為貫徹「預防為主，標本兼治」的廉潔工作思路，我們針對員工、供應商、合作夥伴定期開展廉潔培訓和宣導活動，打造廉潔業務氛圍。

廉潔培訓

Integrity Training

我們高度重視員工反腐倡廉宣傳教育工作，每位新員工入職必須學習《敬畏長存，堅守底線 - 金蝶紀律處分條例 > 解讀》且完成考試，學習率為 100%；另外通過面向全體員工（包括兼職人員）開展廉潔培訓活動，精準投放宣傳教育信息，實現了良好的教育效果。為了捍衛公司底線，維護公司及員工權益。報告期內，我們開展面向分公司的涵蓋《金蝶紀律處分條例》宣導、違規舞弊典型案例、廉潔宣導等 10 場培訓，培訓時長合計約 15 小時，覆蓋人數約 1,200 人；在金蝶國際財務線員工大會中進行審計工作內容展示及廉潔宣講，覆蓋人數超 200 人，強化員工合法合規意識，降低潛在違法違紀風險。

In order to adopt a comprehensive integrity approach that emphasizes prevention and addresses both symptoms and underlying causes, we consistently undertake integrity training and advocacy initiatives for our employees, suppliers, and partners, fostering a business environment steeped in integrity.

We prioritize the promotion and education of anti-corruption among our workforce. Every new employee is mandated to thoroughly study the "Respect Forever, Stick to the Bottom Line - Interpretation of Kingdee Disciplinary Regulations" and achieve a perfect 100% learning rate for the associated exam. Furthermore, we conduct tailored integrity training sessions for all employees, including part-time staff, to precisely disseminate promotional and educational content, thus ensuring exceptional educational outcomes. To uphold the company's bottom line and protect the rights and interests of the company and its employees, during the reporting period, we conducted 10 training sessions covering the *Kingdee Disciplinary Regulations*, typical cases of violations and fraud, and integrity promotion for branch companies. The total training duration was approximately 15 hours, covering approximately 1,200 people. We also presented audit work content and integrity promotions at the Kingdee Finance Employee Conference, covering over 200 people, to strengthen employees' awareness of legal compliance and reduce potential risks of violations.



廉潔宣導培訓 Integrity Training

02 以客戶為中心 長期堅持專業主義

Customer Centricity and Long-term Professionalism

我们的理念：金蝶國際踐行「精一創新，品質第一」的產品哲學，以打造世界一流的產品為目標，通過持續建設和完善產品研發管理體系、全面質量管理體系、信息安全體系，以推動前沿新興技術與企業管理最佳實踐的有效融合，為全球企業提供品質卓越、安全可靠、功能領先的產品和服務，說明客戶持續成功。

Our philosophy: Kingdee practices the product philosophy of "precision innovation, quality first", aiming to create world-class products. Through continuous construction and improvement of product research and development management system, comprehensive quality management system, and information security management system, it promotes the effective integration of cutting-edge emerging technologies and the best practices of enterprise management, providing products and services with excellent quality, safe and reliable, and advanced functions for global enterprises to help them achieve continuous success.

我们的行动 Our actions



保障產品質量與安全
Product quality and safety assurance



夯實研發創新能力
R&D and innovation capabilities



建設世界一流的生態夥伴關係
World-class ecological partnerships



培育數字化人才
Cultivation of digital talents



推動行業高質量發展
High-quality development in the industry promotion



建設可持續的供應鏈
Sustainable supply chain



持續優化客戶服務體系
Continuously optimization of customer service system



賦能企業數字化、綠色化發展
Digital and green development initiatives

贡献 SDGs Contribution to SDGs



世界一流的產品

World-class Products

金蝶國際踐行「精一創新，品質第一」的哲學理念，不斷完善產品質量管理體系、信息安全管理體系，將前沿新興技術與客戶需求有效融合，不斷為客戶提供滿意的產品和服務。

Kingdee adheres to the philosophical principle of "Precision Innovation, Quality First". We strive for continuous enhancement of our product quality management system and information security management system, effectively integrating cutting-edge emerging technologies with customer needs to consistently deliver satisfactory products and services.

卓越的產品品質

Superior Product Quality

我們踐行「質量就是生命」的質量宗旨，致力於以世界一流質量管理標準為要求「做正確的事，正確地做事」，實現服務「永遠在綫，永不宕機」。把每一次質量事件當作團隊改進與提升服務質量的契機，積極復盤問題根源，持續改進，獲得客戶支持。

We adhere to the stringent quality principle of "Quality is Life" and are steadfast in our commitment to "performing the correct actions, executing tasks with precision" in alignment with world-class quality management benchmarks. Our objective is to attain services that are "perpetually online, never offline". Each quality-related occurrence is perceived as a chance for collective enhancement and service quality elevation, prompting us to proactively examine the underlying causes of issues, pursue continuous improvement, and secure customer endorsement.

完善的質量管理體系

Comprehensive Quality Management System

我們建立起完善的產品質量管理體系，目前已獲得 ISO9001 質量管理體系、CMMI（能力成熟度模型集成）體系最高等級、ISO/IEC 20000 信息技術服務管理體系標準、ITSS（信息技術服務標準）等系列信息服務行業質量管理體系認證並保持持續有效。報告期內，我們成功通過 CMMI 5 復審。

We established a comprehensive product quality management system and currently hold and maintain a series of information service industry quality management system certifications, including ISO 9001 Quality Management System, the highest level of CMMI (Capability Maturity Model Integration), ISO/IEC 20000 Information Technology Service Management System standard, and ITSS (Information Technology Service Standards). In 2023, we successfully passed the CMMI 5 re-examination.

質量管理體系 Quality Management System	覆蓋範圍 Scope of coverage	發證機構 Certification Authority	有效期 Validity
ISO9001: 2015 質量管理體系 ISO9001:2015 Quality Management System	應用軟件的設計開發、市場推廣、諮詢、技術培訓和銷售服務 Design, Development, Marketing, Consulting, Technical Training, and Sales Services for Application Software	北京世標認證中心有限公司 World Standards for Certification Center Inc.	2024 年 12 月 6 日 December 6, 2024
CMMI 5 能力成熟度模型集成認證 CMMI Level 5 Capability Maturity Model Integration Certification	金蝶軟件（中國）有限公司 Kingdee Software (China) Co., Ltd.	Continental Reaching Solutions Technologies LLC.	2026 年 6 月 12 日 June 12, 2026
ISO/IEC 20000-1: 2018 信息技術服務管理體系 ISO/IEC 20000-1: 2018 Information Technology Service Management System	「金蝶雲·星空」SaaS、「金蝶雲·星瀚」SaaS、「金蝶雲·蒼穹」PaaS、金蝶 EAS cloud "Kingdee Cloud Galaxy" SaaS, "Kingdee Cloud Constellation" SaaS, "Kingdee Cloud Cosmic" PaaS, Kingdee EAS Cloud	英國標準協會（BSI） British Standards Institution (BSI)	2025 年 10 月 23 日 October 23, 2025
信息技術服務標準符合性證書（ITSS）認證二級 Information Technology Service Standards (ITSS) Conformity Certificate Level 2	所有雲服務 All Cloud Services	中國電子工業標準化技術協會信息技術服務分會 Information Technology Service Branch of China Electronics Standardization Association	2025 年 1 月 27 日 January 27, 2025
信息技術服務標準符合性證書（ITSS）認證三級 Information Technology Service Standards (ITSS) Conformity Certificate Level 3	運行服務 Operation Services	中國電子工業標準化技術協會信息技術服務分會 Information Technology Service Branch of China Electronics Standardization Association	2025 年 12 月 30 日 December 30, 2025

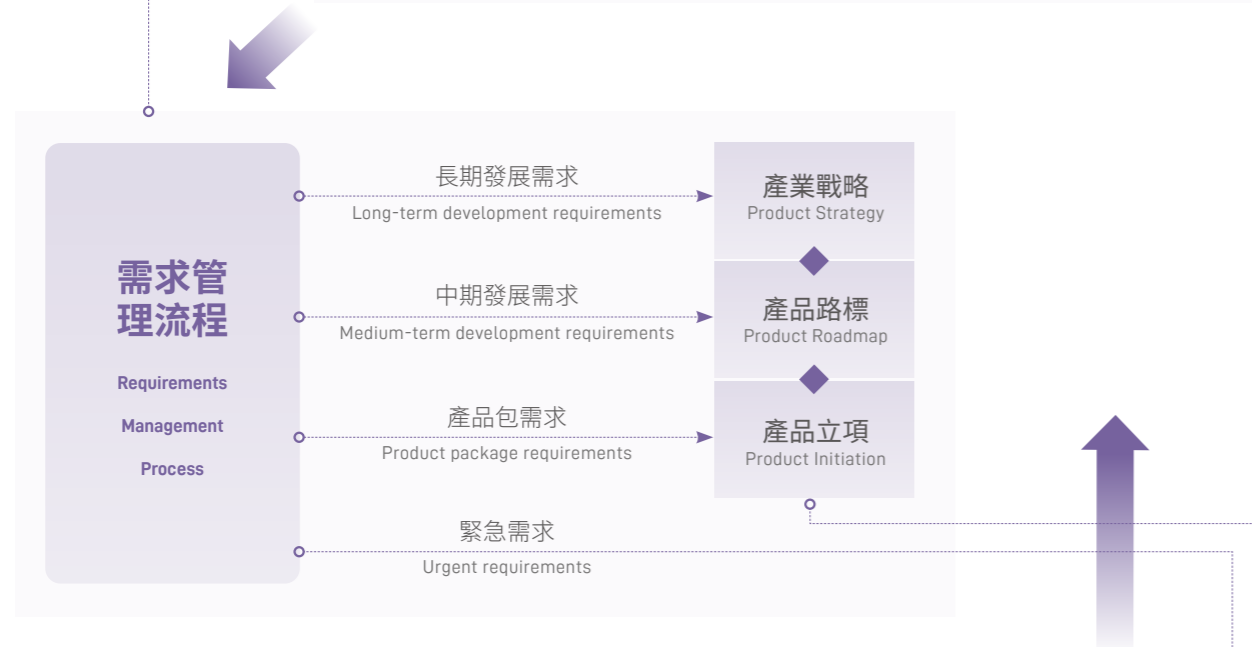
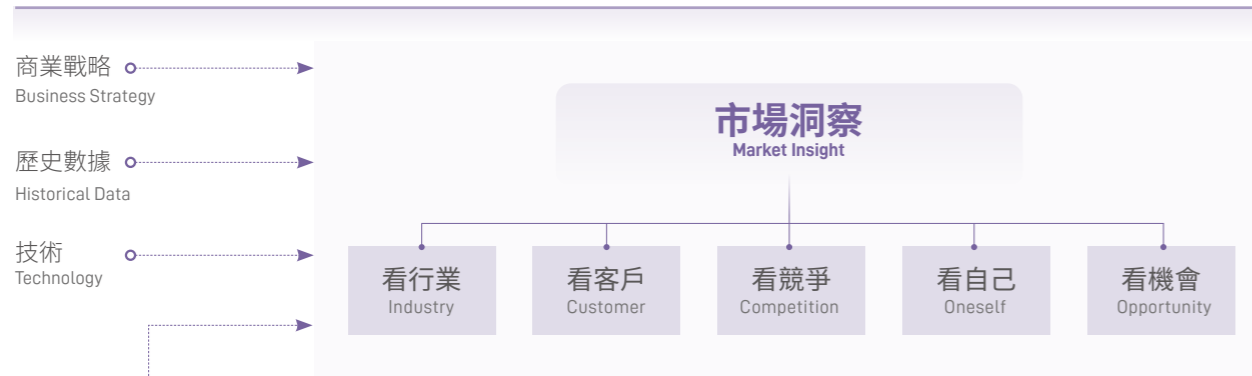
以客戶為中心的產品開發管理流程

Customer-centered Product Development Management Process

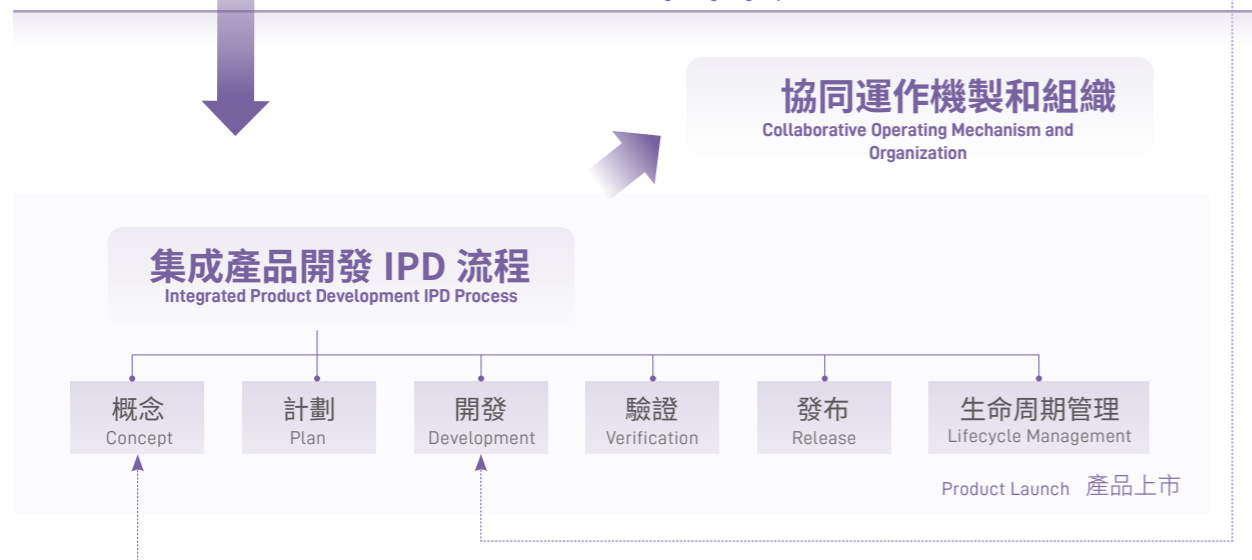
我們基於 IPD 框架構建起系統的 ITM（Idea to Market）管理流程，拉通產品組合與規劃、產品開發、產品上市、產品生命週期管理的端到端過程，通過一致的、規範的方法指導產品開發過程，實現「以客戶為中心，以市場需求為驅動」，向客戶交付有技術競爭力、高質量的產品。ITM 有效將關於「如何做正確的事」和「如何正確地做事」的哲學思考融入管理流程，確保產品開發過程的規範性和高效率。

Based on the IPD (Integrated Product Development) framework, we formulated a systematic ITM (Idea to Market) management process that aligns end-to-end procedures from product portfolio and planning, product development, product launch, to product lifecycle management. This approach guides the product development process through consistent and standardized methodologies, focusing on "customer-centered and market demand-driven" principles to deliver technically competitive and high-quality products to customers. ITM effectively integrates philosophical considerations of "how to do the right thing" and "how to do things right" into the management process, ensuring both standardization and efficiency in product development.

做正確的事 Doing the right thing



正確地做事 Doing things rightly



通過 IPD (Integrated Product Development, 集成產品開發) 管理框架, 我們在產品規劃、設計、開發、測試及發佈維護的全生命週期中融入了產品質量、可交付性、可服務性等客戶核心關切的內容, 經由集成產品開發小 IPD 流程, 保障產品的質量。

Through the IPD (Integrated Product Development) management framework, we have integrated the core customer concerns of product quality, deliverability, serviceability, etc. into the whole life-cycle of product planning, design, development, testing, release, and maintenance. Through the IPD process, we ensure the quality of the product.

建設質量文化
Fostering a Robust Quality Culture

為將「質量就是生命」的質量宗旨融入每位員工的日常工作中, 持續提升員工質量意識, 我們積極開展質量文化建設, 通過日常文化宣傳、質量管理培訓、質量獎評選等方式, 致力於打造形成全員參與的全面質量管理體系。

To integrate the fundamental quality principle of "Quality is Life" into the routine tasks of all our employees and progressively elevate their consciousness towards quality, we diligently foster a robust quality culture. By means of regular cultural reinforcement, rigorous quality management training, prestigious quality award selections, and other strategies, we endeavor to construct a holistic quality management system that encourages the active engagement of the entire staff.

質量文化宣傳
Quality Culture Enhancement

每週開展「質量星期四」活動; 開展質量管理研究, 定期發佈質量洞察報告。報告期內, 累計發佈質量洞察報告 13 份; 開辦「金蝶質量」內部公眾號, 定期開展質量知識宣傳, 報告期內, 累計發佈質量宣傳文章 62 篇, 宣傳類型包括但不限於 IPD 運作知識、制度規範、流程小知識、質量小故事、優秀實踐、方法論、QMS 體系等。

On a weekly basis, we host a designated "Quality Thursday" event aimed at elevating quality consciousness among our workforce. Complementing this initiative, we undertake meticulous quality management research and periodically release insightful quality reports. In 2023, we successfully published 13 comprehensive reports. Furthermore, we established an internal platform, christened "Kingdee Quality," to disseminate pertinent quality-related knowledge. This platform has featured 62 articles spanning diverse topics including IPD operational insights, institutional norms, process efficiencies, quality narratives, best practices, methodologies, and QMS frameworks.

質量知識培訓
Quality Education and Training

報告期內, 通過「極客論道」學習分享平台開展 2 次質量管理培訓, 針對非質量管理部門開展質量培訓 5 次, 針對質量管理部門員工開展質量分享 27 次; 累計打造 6 個質量管理課程。

Through our "Geek Talk" learning and knowledge-sharing platform, we facilitated two targeted quality management training sessions during the reporting period. Additionally, we provided five specialized quality training sessions for non-quality management departments and organized 27 interactive quality sharing sessions exclusively for quality management department staff. In total, we have curated six comprehensive quality management courses.

質量獎評選

Quality Recognition and Awards

連續開展集團質量金獎、責任中心質量獎評選活動。報告期內，有 43 支團隊申報責任中心質量獎，最終獲獎團隊 20 支。

We consistently organize prestigious quality award programs, such as the Group Quality Gold Award and the Responsibility Center Quality Award, to celebrate excellence and achievement. In 2023, 43 teams submitted entries for the Responsibility Center Quality Award, with 20 teams receiving well-deserved accolades.

研發與創新

Technology R&D and Innovation

研發與創新是企業發展的不竭動力。我們秉持「精一創新」的哲學理念，致力於將物聯網與大數據、人工智能、區塊鏈、5G 等前沿信息技術運用到產品開發中，持續進行產品創新和迭代，為行業、為客戶提供世界一流的產品和服務，創造令人驚豔的用戶體驗。

R&D and innovation is fundamental to our business and serve as the inexhaustible driving force for enterprise development. Adhering to the philosophical concept of "Precision and Innovation," we are committed to applying cutting-edge information technologies such as the Internet of Things, big data, artificial intelligence, blockchain, and 5G to product development. We continuously engage in product innovation and iteration, striving to provide world-class products and services to the industry and our customers, creating stunning user experiences.

打造創新平台

Creating an Innovation Platform

目前，我們在深圳、北京、長沙三地設立研發中心，圍繞企業信息化管理軟件研究與產業化運用、企業數字化轉型、人工智能與機器學習等產業數字化發展需求和前沿信息技術，建設形成包括國家科技部企業互聯網服務支撐軟件工程技術研究中心、企業電商大數據服務技術國家地方聯合工程實驗室、深圳市管理軟件工程技術研究開發中心、深圳市應用軟件企業重點實驗室等科研創新機構，致力於建設全球領先的企業互聯網服務支撐軟件創新平台，通過研發自主可控的支撐軟件，成為我國企業互聯網服務的創新基地、人才培養基地和產業化引導基地，賦能經濟的數字化轉型與升級。

Currently, we established R&D centers in Shenzhen, Beijing, and Changsha. Focusing on enterprise information management software research and industrialization, enterprise digital transformation, artificial intelligence, machine learning, and other industrial digitization development needs and cutting-edge information technologies, we formed research and innovation institutions, including the National Engineering Research Center for Enterprise Internet Service Support Software under the Ministry of Science and Technology, the National and Local Joint Engineering Laboratory for Enterprise E-commerce Big Data Service Technology, the Shenzhen Engineering Research and Development Center for Management Software, and the Shenzhen Key Laboratory for Application Software Enterprises. We are steadfast in our commitment to building a globally leading enterprise Internet service support software innovation platform. Through the development of independently controllable support software, we aspire to become a pivotal hub for innovation, talent cultivation, and industrialization guidance in the realm of enterprise Internet services in China, thereby facilitating the digital transformation and upgrading of the economy.

強化研發軟實力

Strengthening R&D Capabilities

我們持續通過內部培養和外部引進等方式，優化研發人才隊伍，保持在企業數字化服務方面的領先水平。截至報告期末，我們共計擁有創新研發人員 4,515 人，占據員工總數 36.56%。

We continuously optimize our R&D talent team through internal training and external recruitment, maintaining our leading position in enterprise digital services. As of the end of 2023, we had a total of 4,515 innovative R&D personnel, accounting for 36.56% of the total number of employees.



此外，我們通過優秀創新獎、微創新獎等獎項評選，鼓勵員工自由創新，形成濃厚的創新氛圍。報告期內，共計評選出多項優秀創新獎及微創新獎，以激勵更多的員工積極參與到創新中來，為公司的發展注入新的活力和動力。

To encourage innovation, Kingdee has set up several awards, including Outstanding Innovation Award and Micro-Innovation Award, to recognize excellent employees who have made contributions to innovations and quality improvement, reinforcing the Kingdee philosophy with an emphasis on innovation and quality. In 2023, we granted recognition a number of the Outstanding Innovation Award and the Micro-Innovation Award to actively participate in innovation and inject new vitality and momentum into the company's development.

創新成果

Innovation Achievements

基於在研發創新上持續的高投入，我們取得了豐厚的創新成果。截至報告期末，累計申請專利 2,405 項，累計獲得授權專利 946 項；累計獲得軟件著作權 1,075 項，累計獲得 6 次中國專利獎、3 次深圳市專利獎。報告期內，我們在人工智能、大模型、工業互聯網領域取得創新突破，先後推出金蝶蒼穹 GPT、金蝶財務大模型、金蝶星域工業互聯網平台等行業創新性產品，獲得市場廣泛認可。

Due to our consistent and significant investment in R&D innovation, we attained remarkable innovation outcomes. As of the end of 2023, we have amassed a total of 2,405 patent applications, with 946 patents granted. Additionally, we have secured 1,075 software copyright registrations, been honored with the prestigious China Patent Award six times, and recognized with the Shenzhen Patent Award three times. We achieved groundbreaking advancements in the fields of artificial intelligence, large models, and the industrial internet. Consequently, we have successfully introduced innovative solutions such as Kingdee Cosmic GPT, Kingdee Financial Large Model, and Kingdee Starfield Industrial Internet Platform, which have garnered widespread recognition in the market.

創新產品

Innovative Product

金蝶蒼穹 GPT 大模型 Kingdee Cosmic GPT

創新簡述

Brief Description of Innovation

簡介

Introduction

一款基於深度學習的大語言模型，廣泛接入百度文心一言、微軟 OpenAI 等通用大模型能力，為企業提供各領域的專業垂域模型，說明企業構建 AI 大模型時代數字競爭力，是最懂企業管理的企業級大模型平台。具有高性能、高準確度、高效率的特點，能夠幫助企業實現智能客服、智能營銷、智能財務等應用場景。

It's a sophisticated large language model, rooted in deep learning techniques, that comprehensively integrates the capabilities of various general large models from industry leaders like Baidu Wenxin Yiyan and Microsoft OpenAI. It offers specialized vertical models tailored for different enterprise domains, empowering them to cultivate digital competitiveness in the dawn of the AI large model era. As an enterprise-grade large model platform with a profound understanding of enterprise management intricacies, it delivers exceptional performance, precision, and efficiency. This enables enterprises to seamlessly integrate intelligent solutions across customer service, marketing, finance, and other pertinent application scenarios.

優勢

Advantages

在企業級複雜的業務場景下實現多模型能力、多任務編排、智能知識引擎、個性化擴展、安全可靠等能力，從而實現在複雜業務場景下的高效應對。

The platform is distinguished by its array of capabilities, including support for multiple models, orchestration of multiple tasks, intelligent knowledge engines, personalized expansion options, and robust security and trustworthiness features. These attributes work in unison to efficiently address the complexities and nuances of enterprise-level business scenarios, providing a holistic and reliable solution for diverse business needs.

所獲認可

Recognition Received

憑藉先進低代碼能力與大模型技術，金蝶雲·蒼穹 PaaS 平台成為唯一躋身 Forrester 《The Forrester Wave™：AI/ML（人工智能 / 機器學習平台）Platforms In China, Q4 2023》報告的企業管理雲 SaaS 廠商

Leveraging advanced low-code capabilities and large model technology, Kingdee Cloud Cosmic PaaS platform became the only enterprise management cloud SaaS vendor to be included in Forrester's *The Forrester Wave™: AI/ML (Artificial Intelligence/Machine Learning) Platforms In China, Q4 2023 report.*

創新產品

Innovative Product

金蝶財務大模型 Kingdee Financial Large Model

創新簡述

Brief Description of Innovation

簡介

Introduction

蒼穹 GPT 在垂域大模型的應用之一，融合金蝶三十年財務專業知識積累，數百萬客戶的實踐經驗，業界首個財務大模型。

Cosmic GPT is one of the applications of vertical large models, leveraging Kingdee's thirty years of financial expertise accumulation and practical experience from millions of customers. It is the industry's first financial large model.

優勢

Advantages

在通用模型的基礎上，通過精標語料進行「繼續預訓練 + 模型微調」，能夠更懂財務，模型中預製大量的提示語工程，使得大模型能夠更加容易理解輸入的財務指令，用戶可以開箱即用。

Based on the general model, Cosmic GPT undergoes "continued pre-training + model fine-tuning" using refined corpora, making it more proficient in finance. The model comes pre-loaded with numerous prompt engineering features, allowing the large model to more easily understand input financial instructions, providing users with ready-to-use experience.

所獲認可

Recognition Received

憑藉財務大模型獲《經濟觀察報》、經觀傳媒「2023 年度卓越創新企業」榮譽

The large financial model has been recognized by "The Economic Observer" and Jingguan Media as the 2023 Outstanding Innovative Enterprise

報告期內，我們攜手客戶、同行企業、國內頂尖高校 / 科研院所等，承擔了多項具有行業開創性和影響力的研究項目。

In 2023, we collaborated with clients, partner companies, universities and research institutions in China to embark on numerous groundbreaking and influential research projects within the industry.

01 工業 APP 開發部署應用工業互聯網平台測試床 Industrial APP Development, Deployment, and Application of Industrial Internet Platform Test Bed

主管單位 Supervision Institutions

國家工信部
Ministry of Industry and Information Technology of the People's
Republic of China

合作單位 Cooperation Units

株洲國創軌道科技有限公司、中國電子科技集團公司第二十七研究所、西安理工大學
Zhuzhou National Innovation Railway Technology Co., Ltd. The 27th
Research Institute of China Electronics Technology Group Corporation,
Xi'an University of Technology

研究內容 / 成果 Research Content/Achievement

針對工業 APP 大規模上雲對工業互聯網平台支持能力的要求，圍繞「實體虛擬化、數據視覺化、知識自動化、應用場景化、服務貨幣化」的工業技術軟件化新模式，從工業 APP 標準研究、參考架構設計、關鍵技術研究實驗、工業 PaaS 創新平台規劃與建設、工業 APP 開發與部署、持續集成與持續運營等六個方面，打造持續創新、持續集成、持續交付、持續部署的工業 APP 開發部署應用工業互聯網平台測試床。

Focusing on the necessary support capabilities for large-scale migration of industrial applications to cloud-based industrial internet platforms, our objective centers around a novel model of industrial technology softwareization. This model is characterized by entity virtualization, data visualization, knowledge automation, scenario-driven application development, and service monetization. We strive to establish a continuously innovative, seamlessly integrated, and efficiently deployed industrial application development and testing environment for industrial internet platforms. This endeavor encompasses six pivotal areas: exploring industrial application standards, designing reference architectures, conducting research and experiments on cutting-edge technologies, planning and building innovative industrial PaaS platforms, developing and deploying industrial applications, and ensuring continuous integration and smooth operations.

02 開放生態化雲 ERP 平台 Open and Ecological Cloud ERP Platform

主管單位 Supervision Institutions

國家科技部
Ministry of Science and Technology of the People's Republic
of China

合作單位 Cooperation Units

同濟大學、安徽大學等
Tongji University, Anhui University, etc.

創新產品 Innovative Product

金蝶星域工業互聯網平台 Kingdee Starfield Industrial Internet Platform

創新簡述 Brief Description of Innovation

簡介 Introduction

一款面向工業企業的數字化轉型解決方案，具有開放、融合、智能的特點，濃縮了三十年服務大型及中小型製造企業的行業經驗。

An open, seamlessly integrated, and intelligent digital transformation solution tailored for industrial enterprises. It encapsulates three decades of experience serving large and small-to-medium-sized manufacturing companies.

優勢 Advantages

從橫域、垂域、端到端集成域，全面賦能產業數字化，為服務新型工業化提供三大「星域」動能，開創雙跨工業互聯網平台的新範式。

With its horizontal, vertical, and end-to-end integration capabilities, this solution comprehensively propels industrial digitization. It offers three pivotal "star domain" drivers that cater to the demands of new-age industrialization. This innovative approach sets a precedent for dual-cross (cross-industry and cross-domain) industrial internet platforms, ushering in a new era of connectivity and digitization for the industrial sector.

所獲認可 Recognition Received

入選工信部跨行業跨領域工業互聯網平台
Recognized as a cross-industry and cross-domain industrial internet platform by the Ministry of Industry and Information Technology.

入選工信部《2022 工業互聯網平台發展指數報告》重點工業互聯網平台
Featured in the 2022 Industrial Internet Platform Development Index Report as a key industrial internet platform by the Ministry of Industry and Information Technology.

研究內容 / 成果

Research Content/Achievement

針對製造企業領域業務隨需而變、智能自我調整服務、安全聯防聯控、開放生態化「雙目」要求的雲 ERP 平台，提出需求認知理論，服務適配理論。突破開放生態化雲 ERP 平台的原生架構、模型和關鍵技術，研製 ERP 應用個性化開發及測試平台，建設企業級 PaaS+SaaS 一體化雲 ERP 平台，構建雲 ERP 生態社區，構建生產雲、財務雲、移動辦公雲、人力雲、物流雲等，開展應用示範，有效地支撐製造企業管理，提高效率和競爭力。

In response to the "double-goal" requirements of manufacturing enterprises, which prioritize on-demand business agility, intelligent adaptive services, collaborative security measures, and an open, ecosystem-driven cloud ERP platform, this proposal introduces advanced theories of demand cognition and service adaptation. By overcoming the inherent limitations of traditional architectures, models, and key technologies associated with open and ecological cloud ERP platforms, we endeavor to develop a highly personalized ERP application development and testing platform. Additionally, we aspire to construct an enterprise-grade PaaS+SaaS integrated cloud ERP platform and establish a comprehensive cloud ERP ecosystem community, encompassing diverse clouds such as production, finance, mobile office, human resources, and logistics. Through impactful demonstration applications, we aim to effectively bolster manufacturing enterprise management, enhance operational efficiency, and elevate competitiveness within the market.

03 核心企業可組裝 ERP 與產業鏈互聯底座研發與應用

R&D and Application of Assemblable ERP and Industrial Chain Interconnection Base for Core Enterprises

主管單位

Supervision Institutions

國家科技部

Ministry of Science and Technology of the People's Republic of China

合作單位

Cooperation Units

西南交通大學、用友、浪潮等

Southwest Jiaotong University, Yonyou, Inspur, etc.

研究內容 / 成果

Research Content/Achievement

針對企業內外部運營需求多元化、異構系統交互頻繁，核心企業產業上下游的數據共享、流程互通、業務協作難、協同效能低等問題，開展產業鏈互聯作業系統研發，研究核心企業可組裝 ERP 接入產業鏈互聯作業系統方法，按照面向產業鏈互聯作業系統的多模式企業 / 企業群業務系統動態接入管控機制，研發現有金蝶 ERP 系統的接入，實現核心企業可組裝 ERP 系統接入產業互聯網作業系統。

To tackle the complexities arising from diversified internal and external operational demands within enterprises, frequent interactions among disparate systems, challenges in data sharing, process interoperability, and limited collaboration efficiency among upstream and downstream stakeholders in the core enterprise's industry chain, we undertook comprehensive R&D on an advanced industrial chain interconnection operating system. Our objective is to explore innovative methodologies for seamlessly integrating the modular and assemblable ERP systems of core enterprises into this robust industrial chain interconnection operating system. Leveraging a dynamic and flexible access control mechanism tailored for multi-mode enterprise/enterprise group business systems within the industrial chain interconnection framework, we investigate the feasibility of integrating existing Kingdee ERP systems, which will empower the assemblable ERP system of core enterprises to seamlessly connect and collaborate within the broader industrial internet operating system.

04 面向企業管理的智能對話機器人共性技術研發與產業化

Common Technology R&D and Industrialization of Intelligent Conversational Robots for Enterprise Management

主管單位

Supervision Institutions

深圳市發改委

Shenzhen Development and Reform Commission

合作單位

Cooperation Units

北大深圳研究生院、南方科技大學

Peking University Shenzhen Graduate School, Southern University of Science and Technology

研究內容 / 成果

Research Content/Achievement

從跨金融業態數據、隱私保護演算法、可信硬件方面著手研究基於可信隔離聯邦學習的跨金融業態智能引擎系統。在跨金融業態數據方面，本項目研究的主要內容為非獨立同分佈跨行業數據聯邦學習風控推薦系統及金融業態應用；在隱私保護演算法方面，本項目研究的內容為強監管可審計的多工分散式 AI 模型及優化技術；在可信硬件方面，本項目研究的內容為基於 Risc-V 可信計算的可控隔離網閘與審計訪控技術。

The project is centered around the development of a cross-financial industry intelligent engine system that utilizes trusted isolation federated learning. Its scope encompasses three primary dimensions: cross-financial industry data, privacy protection algorithms, and trusted hardware. With regards to cross-financial industry data, the project's primary research thrust is the creation of a federated learning risk control recommendation system tailored for non-independent and non-identically distributed cross-industry datasets, along with its practical applications in the financial sector. In the realm of privacy protection algorithms, the initiative explores robustly regulated and auditable multi-task distributed AI models, along with associated optimization techniques. When it comes to trusted hardware, the research zeroes in on controllable isolation gateways and audit access control technology grounded in Risc-V trusted computing.

05 基於可信隔離聯邦學習的跨金融業態智能引擎系統關鍵技術研發

Key Technology R&D of Cross-financial Industry Intelligent Engine System Based on Trusted Isolation Federated Learning

主管單位

Supervision Institutions

深圳市科創委

Shenzhen Science and Innovation Commission

合作單位

Cooperation Units

航天信息股份有限公司、北京航天航空大學、中國科學院自動化研究所等

Aerospace Information Co., Ltd., Beijing University of Aeronautics and Astronautics, Institute of Automation of Chinese Academy of Sciences, etc.

研究內容 / 成果

Research Content/Achievement

以區塊鏈技術為基礎，以先進密碼技術和區塊鏈大數據分析技術為手段，建設國內技術水平一流、性能行業領先新型供應鏈管理系統，為工業互聯網供應鏈核心企業及上下游中小微企業，提供需求設計共享、訂單協同生供需智能匹配、產品防偽溯源、智能運維等供應鏈全鏈條協同服務。

Leveraging blockchain technology, alongside cutting-edge cryptography and blockchain big data analytic, we aim to construct a state-of-the-art domestic supply chain management system that sets new benchmarks in the industry. This innovative system offers collaborative services to core enterprises within the industrial Internet supply chain, as well as upstream and downstream small, medium, and micro-enterprises. Its comprehensive suite of features encompass demand design sharing, order collaboration, intelligent supply and demand matching, product anti-counterfeiting traceability, and intelligent operation and maintenance, enabling seamless integration and optimization across the entire supply chain.

06 規模化工業互聯網標識新連接平台 --PLM 方向

Large-scale Industrial Internet Identification New Connection Platform - PLM Direction

主管單位

Supervision Institutions

國家工信部

Ministry of Industry and Information Technology of the People's Republic of China

合作單位

Cooperation Units

雲鎚智慧科技有限公司、北京理工大學、北京工商大學

YunDi Smart Technology Co., Ltd., Beijing Institute of Technology, Beijing Technology and Business University

研究內容 / 成果

Research Content/Achievement

順應國家發展工業互聯網戰略需求，聚焦 PLM 系統工業協定多、私有化、異構化等突出問題，研究標識註冊、標識管理、標識解析等核心關鍵技術，建設具備基礎標識解析服務等能力的工業互聯網標識新連接平台和完善的面向工業互聯網標識解析的 PLM 系統。

In response to the strategic needs of the country's development of the industrial Internet, focusing on prominent issues such as multiple industrial protocols, privatization, and isomerization of the PLM system, we research core key technologies such as identification registration, identification management, and identification analysis, and build a new industrial Internet identification connection platform with basic identification analysis service capabilities and a comprehensive PLM system for industrial Internet identification analysis.

07 標識解析與工業軟件連接器

Identification Resolution and Industrial Software Connector

主管單位

Supervision Institutions

國家工信部

Ministry of Industry and Information Technology of the People's Republic of China

合作單位

Cooperation Units

雲鎚智慧科技有限公司、北京理工大學、北京工商大學等

YunDi Smart Technology Co., Ltd., Beijing Institute of Technology, Beijing Technology and Business University, etc.

研究內容 / 成果

Research Content/Achievement

協助研發製造業、供應鏈類軟件外掛程序以及標識解析工業軟件連接器，支持批量、高頻、高通量的數據交換，具備主動的數據回傳能力。依託工業互聯網標識解析體系，通過對接工業互聯網標識解析節點，具備標識解析服務能力，實現供應能力數據的規範交互。

We facilitate the creation of manufacturing and supply chain software plug-ins, alongside the identification and analysis of industrial software connectors, which support batch, high-frequency, and high-throughput data exchange while possessing the capability for active data retrieval. By leveraging the identification and analysis system inherent to the industrial Internet, and through seamless integration with its identification and analysis nodes, these services enable standardized interaction and exchange of supply capacity data.

08 面向 3C 製造產業集聚區域的網絡協同製造集成技術研究與示範（應用示範類）

Research and Demonstration of Networked Collaborative Manufacturing Integration Technology for 3C Manufacturing Industry Clusters (Application Demonstration Category)

主管單位

Supervision Institutions

國家科技部

Ministry of Science and Technology of the People's Republic of China

合作單位

Cooperation Units

廣東工業大學等

Guangdong University of Technology, etc.

研究內容 / 成果

Research Content/Achievement

圍繞上游協同能力偏弱這一行業典型難題，按照「雲邊融合關鍵技術突破 - 服務平台開發 - 服務支撐體系構建」的實踐思路，通過研究製造邏輯約束下的雲邊資源均衡化規則與管控細微性優化方法，攻克車間互聯與工業互聯融合、邊緣計算管控與信息安全等方面的雲邊融合關鍵技術，並在雲 - 邊融合架構下開發集成產業鏈協同雲服務、製造過程微服務的區域化網絡協同製造服務平台，創新製造服務模式，提供高質量、多模態的協同製造服務；通過創新鏈與產業鏈融合，構建面向 3C 聚集區網絡化製造協同技術服務支撐體系，提供新材料研發與製備、新工藝開發與實驗、新裝備理論技術研究與樣機製造、智能製造技術與系統研發等方面的製造服務、智力服務與技術輸出，推動 3C 製造領域人才培育、技術轉移、成果孵化。

Addressing the prevalent challenge of inadequate upstream collaboration in the industry, our objective is to follow a pragmatic approach encompassing "breakthroughs in cloud-edge integration key technologies, development of service platforms, and construction of service support systems." We aim to surmount the technical obstacles associated with cloud-edge integration, specifically pertaining to workshop interconnection, industrial internet integration, edge computing management and control, and information security. To achieve this, we delve into the rules governing the balancing of cloud-edge resources and optimizing management and control granularity, all within the constraints imposed by manufacturing logic. Furthermore, our vision is to establish a regionally

networked collaborative manufacturing service platform, which will seamlessly integrate industry chain collaboration cloud services and manufacturing process microservices, all operating within a cloud-edge integration architecture. This integration will foster innovation in manufacturing service models, ultimately delivering high-quality, multimodal collaborative manufacturing services. By aligning innovation chains with industry chains, we intend to build a robust technical service support system for networked manufacturing collaboration within 3C clusters. This system will offer comprehensive manufacturing services, intellectual services, and technology exports in diverse areas such as new material research and preparation, new process development and experimentation, new equipment theoretical technology research and prototype manufacturing, as well as intelligent manufacturing technology and system research and development. Consequently, this endeavor will propel talent cultivation, technology transfer, and achievement incubation in the realm of 3C manufacturing.

09 大型製造企業供應鏈協同服務平台

Ministry of Science and Technology of the People's Republic of China

主管單位 Supervision Institutions

國家科技部
Ministry of Science and Technology of the People's Republic of
China

合作單位 Cooperation Units

東方電氣（廣州）重型機器有限公司等
Collaborative Service Platform for Supply Chain of Large
Manufacturing Enterprises

研究內容 / 成果 Research Content/Achievement

構建以大型裝備製造企業為核心的供應鏈網絡，以核心企業為中心構建服務於整個供應鏈網絡的供應鏈協同平台，從而實現對整個供應鏈網絡涉及的全部活動進行計劃、組織、協調與控制。實現整個供應鏈網絡中企業間信息共享、集體決策、以及 workflow 上的高度集成，從而達到生產和流通的均衡化和同步化，以及時間和成本上的最優化。實現端到端的數據可視，信息的查詢、下載、共享，實現企業與供應商業務協同，系統化、透明化、簡單化，構建視覺化的統計分析能力，提高企業精細化管理能力，增強整個供應鏈的競爭力。

Our objective is to construct a supply chain network anchored by large equipment manufacturing enterprises and to establish a comprehensive supply chain collaboration platform that serves as a nexus for the entire network, with a strong emphasis on the core enterprise. This endeavor will empower us to meticulously plan, organize, coordinate, and control all endeavors across the entire supply chain network. We aspire for seamless information sharing, collective decision-making, and a high level of workflow integration among the constituent enterprises within the supply chain network. This holistic approach will facilitate balance and synchronization in production and circulation processes, optimizing both timeframes and costs. Moreover, we strive for end-to-end data transparency, facilitating effortless information querying, downloading, and sharing. By fostering collaborative synergies between enterprises and their suppliers, we can standardize, clarify, and streamline processes, enhancing overall efficiency. Additionally, we will cultivate robust visual statistical analysis capabilities, refining enterprise management practices and ultimately bolstering the competitiveness of the entire supply chain ecosystem.

創新認可 Innovation Recognition

報告期內，我們在技術、產品上的創新實踐，獲得監管部門、行業機構等多個第三方的認可。

During the reporting period, our innovative practices in technology and products were widely recognized by supervision institutions, industry organizations and external intermediaries etc.

報告期內所獲獎項 Honors and Awards in 2023

獎項 Awards	獲獎項目 / 產品 Projects/Products	頒獎單位 Awarded by
2023 年深圳市科技進步獎一等獎 First Prize of Shenzhen Science and Technology Progress Award in 2023	知識圖譜與可解釋計算技術及應用 Knowledge Graph and Interpretable Computing Technology and Applications	深圳市科技創新委員會 Shenzhen Science and Technology Innovation Committee
2023 年深圳市科技進步獎二等獎 Second Prize of Shenzhen Science and Technology Progress Award in 2023	智慧語音感知與交互關鍵技術研發及產業化應用 R&D and Industrialization of Intelligent Voice Perception and Interaction Key Technologies	深圳市科技創新委員會 Shenzhen Science and Technology Innovation Committee
2023 優秀生態解決方案卓越創新獎 2023 Excellent Ecological Solution Outstanding Innovation Award	金蝶雲·蒼穹 Kingdee Cloud Cosmic	中國電子信息產業集團有限公司、麒麟軟件 China Electronics Corporation (CEC) and Kylin Software
第二十四屆中國專利獎優秀獎 The 24th Excellent Award of China Patent Award	多維數據庫產品相關專利 Multidimensional Database Product-related Patent	中國國家知識產權局、世界知識產權組織 China National Intellectual Property Administration (CNIPA), World Intellectual Property Organization (WIPO)
優秀創新軟件產品名錄 List of Excellent Innovative Software Products	金蝶雲·星瀚採購雲 Kingdee Cloud Constellation Procurement Cloud	中國電子信息行業聯合會、天津智慧城市研究院 China Electronics Industry Association and Tianjin Smart City Research Institute
科學技術進步獎 Science and Technology Progress Award	金蝶雲·星瀚採購雲 Kingdee Cloud Constellation Procurement Cloud	中國物流與採購聯合會 China Federation of Logistics & Purchasing (CFLP)

報告期內發佈的研究論文 Research Paper Published in 2023

論文題目 Title

A Blockchain-Based Microservices Architecture for Distributed Business

期刊 Journal

Blockchain – ICBC 2023

價值 Value

本文提出了一種基於區塊鏈的微服務架構，稱為區塊鏈服務總線（Blockchain Service Bus, BSB）模型。通過提出 BSB 模型作為一種解決方案，可以實現分布式業務的自驅動構建，具有適應性、創新性和健壯性。解決了傳統 ESB 體系結構在滿足分散式業務需求方面的局限性，並通過概念驗證原型對其進行應用，討論了企業可以從該體系結構中獲益的潛在未來場景。

This paper presents an innovative blockchain-based microservices architecture, coined as the Block-chain Service Bus (BSB) model. The proposed BSB model offers a viable solution for enabling the autonomous development of distributed businesses, delivering adaptability, innovation, and robustness. It effectively overcomes the constraints of traditional ESB architectures in catering to the requirements of distributed businesses. Additionally, the paper employs a proof-of-concept prototype to substantiate the feasibility of the BSB model and delves into potential future use cases where enterprises can reap the benefits of this architecture.

保護知識產權

Intellectual Property Protection

作為管理軟件的領導廠商，我們建立了完善的知識產權管理體系。在管理架構上設立知識產權部門，由集團董事會秘書兼法務與審計部總經理擔任最高領導人；制定發佈《金蝶集團專利管理辦法》《金蝶集團著作權管理辦法》《金蝶集團商標管理辦法》《金蝶商業秘密管理辦法》等系列管理制度。報告期內，為進一步完善公司知識產權管理體系，我們制定發佈《金蝶新申請質量管理規範》《金蝶 OA 質量管理規範》等制度文件，以規範從專利申請到專利國家審查階段全流程質量管控，進一步提升專利申請質量。

As an innovation-driven high-tech firm, Kingdee attaches great importance to the protection of intellectual property rights and constantly strengthens the system construction of corporate intellectual property rights. An intellectual property department has been established, led by the secretary of the group's Board of Directors, who concurrently serves as the general manager of the legal and audit department. We formulated and issued a series of management regulations, including the *Kingdee Group Patent Management Measures*, *Kingdee Group Copyright Management Measures*, *Kingdee Group Trademark Management Measures*, and *Kingdee Trade Secret Management Measures*. During the reporting period, to further enhance our intellectual property management system, we formulated and issued institutional documents such as the *Kingdee New Application Quality Management Standard* and *Kingdee OA Quality Management Standard* to standardize the entire process quality control from patent applications to national patent examinations, further improving the quality of patent applications.

知識產權保護舉措

Intellectual Property Protection Initiatives

在知識產權佈局方面，我們定期開展關鍵技術交流與專利挖掘會議，對高價值專利進行全面佈局。報告期內，我們對財務 GPT、無代碼平台、多維數據庫等重要新技術進行了佈局，全面維護公司知識產權。

In terms of intellectual property, we regularly conduct key technology exchanges and patent mining meetings to comprehensively plan for high-value patents. During the reporting period, we made breakthrough for crucial new technologies such as financial GPT, no-code platforms, and multidimensional databases, thereby ensuring robust protection of our company's intellectual property rights.

在打擊盜版方面，我們持續通過對經銷機構成員的培訓與溝通、監控電商平台侵權鏈接和主動發起維權訴訟等手段保護自有知識產權，維護市場經營秩序，保護客戶合法權益。報告期內，在面向全國機構分銷夥伴的培訓會議中，我們發佈《金蝶知識產權維權指引 1.0》指導全國機構分銷人員和夥伴識別盜版並收集證據，有效推進維權，保護金蝶知識產權，同時也保護客戶的合法權益；進一步擴大互聯網侵權鏈接的監控範圍，在現有淘寶、拼多多等電商平台侵權鏈接的監控基礎上，新增抖音、小紅書等新媒體平台侵權鏈接的監控，全面排查盜版風險。

When it comes to combating piracy, we are relentless in our efforts to preserve our intellectual property rights through ongoing training and communication with our distribution partners, vigilant monitoring of infringing links across e-commerce platforms, and proactive initiation of rights protection lawsuits. These measures are instrumental in maintaining market integrity and safeguarding the legitimate rights and interests of our esteemed customers. During the reporting period, we released the comprehensive *Kingdee Intellectual Property Rights Protection Guide 1.0* at a nationwide training conference for our distribution partners. This guide serves as a valuable resource, equipping personnel with the necessary tools to identify pirated versions and gather evidence, thereby effectively promoting rights protection and shielding both Kingdee's intellectual property and the legitimate rights of our customers. Furthermore, we have broadened our scope of monitoring for infringing links on the internet, expanding our reach to platforms such as TikTok and Xiaohongshu, in addition to our existing surveillance on e-commerce platforms like Taobao and Pinduoduo. This comprehensive approach ensures thorough screening for any potential piracy risks.

在員工意識提升方面，我們定期開展知識產權培訓，持續提升員工知識產權保護意識和能力。報告期內，累計完成針對重點部門員工的知識產權培訓 10 餘場，場均培訓時長在 1 小時以上，覆蓋員工人數超過 200 人。

As for fostering a culture of intellectual property awareness among our employees, we regularly conduct intellectual property training sessions aimed at continuously bolstering their understanding and capabilities in protecting intellectual property rights. During the reporting period, we successfully delivered over 10 targeted intellectual property training sessions to key department employees, with each session lasting over an hour and covering more than 200 employees.

保障信息安全

Information Security and Privacy Protection

作為國內領先的企業級 SaaS 服務提供者，我們將服務的穩定可靠、安全可信視作基本要求。目前，我們已建立完善的信息安全管理體系，並保持有效運行。報告期內，我們進一步完善信息安全管理架構和相關管理規範，有效提升內部網絡安全管理效能。此外，我們通過完善有效的安全應急響應程序、定期專項安全提升方案和信息安全文化建設，持續提升信息安全防護水平。

As a prominent enterprise-level SaaS service provider in China, Kingdee prioritizes stability, reliability, security, and trustworthiness as the cornerstones of our service offerings. We implement a robust information security management system and are committed to its seamless operation. During the reporting period, we further optimized our information security management structure and guidelines, significantly bolstering the effectiveness of our internal network security management. Furthermore, we are continually raising the bar for our information security standards through refined and responsive security emergency procedures, regular targeted security enhancement initiatives, and the fostering of a pervasive information security mindset.

信息安全管理架構

Information Security Management System

我們建立由決策機構、日常管理部門、執行機構組成的三級信息安全管理架構，由公司總裁擔任決策機構即網絡與數據安全委員會主任，CEO 辦公會成員作為委員會成員，同時設置分管網絡與數據安全、產品安全副主任各一名，協助委員會主任開展工作，確保公司信息安全工作更規範、有序、高效地開展。

Kingdee has established a three-tier privacy and data security organizational structure, including decision-making, management, and executive levels. CEO is the highest responsible person in the information security organization structure. The CEO serves as the director of the decision-making body, namely the Network and Data Security Committee. Members of the CEO's office also serve as committee members. Additionally, we appointed a deputy director for network and data security, as well as product security respectively, to assist the committee director in ensuring that the company's information security management work is carried out in a more standardized, orderly, and efficient manner.

角色 Role	主要職責 Main Responsibilities
組織：網絡與數據安全委員會 Organization: Network and Data Security Committee	
主任：金蝶中國總裁 Director: Kingdee China President	<ul style="list-style-type: none"> ● 主任作為公司網絡安全、數據安全、個人信息保護領域的負責人； ● The Director is the highest responsible person in the company's network security, data integrity, and personal information protection; ● 制定公司的網絡與數據安全目標和願景、策略和規劃，審核相關管理制度及規範。 ● Sets out the company's network and data security goals and vision, policies and plans, as well as relevant management systems and standards.
副主任（網絡與數據安全） Deputy Director (Network and Data Security)	<ul style="list-style-type: none"> ● 協助委員會主任開展工作，處理日常網絡與數據安全事務。 ● Supports the committee director in executing daily network, data, and product security operations.
副主任（產品安全） Deputy Director (Product Security)	<ul style="list-style-type: none"> ● 協助委員會主任開展工作，處理產品安全相關事務。 ● Assists the committee director in carrying out work and handling product safety-related affairs.
組織：網絡與數據安全委員會秘書處 Organization: Secretariat of the Network and Data Security Committee	
秘書長：信息安全部門負責人 Secretary-General: Head of Information Security Department	<ul style="list-style-type: none"> ● 根據委員會要求，組織公司網絡與數據安全戰略規劃和年度規劃會議，跟蹤決議執行情況； ● Organizes strategic planning sessions and annual planning meetings on network and data security, ensuring the effective execution of resolutions; ● 負責向委員會定期匯報網絡與數據安全管理工作；
成員：信息安全部門代表、研發安全部門代表、法務部門代表 Members: Representative from Information Security Department, R&D Security Department and Legal Department	<ul style="list-style-type: none"> ● Regularly briefs the committee on the progress and challenges of network and data security management efforts; ● 負責與國家網絡與數據安全相關監管部門及行業組織的協調溝通。 ● Coordinates and communicates with national regulatory authorities and industry organizations.

角色 Supervision Institutions	主要職責 Main Responsibilities
組織：網絡與數據安全執行小組 Organization: Office Network Security Department	
成員：各一級部門負責人、安全員及安全 SE，各分公司 / 子公司的總經理及安全員 Members: Heads of All First-Level Departments, Safety Officers and Safety SE, General Managers and Safety Officers of All Branches/Subsidiaries	<ul style="list-style-type: none"> ● 制定網絡與數據安全工作在各層級的年度計劃及運行機制，保障制度及規範的具體執行； ● Develop annual plans and operational mechanisms for network and data security work at all levels, ensuring the specific implementation of systems and norms; ● 負責反饋網絡與數據安全需求及問題，促進網絡與數據安全防護工作的改進。 ● Provides feedback on network and data security requirements and challenges to facilitate continuous improvement efforts.
組織：辦公網安全部門 Organization: Office Network Security Department	
信息安全部門 Information Security Department	<ul style="list-style-type: none"> ● 負責公司辦公網絡 IT 資產安全生命週期管理； ● Manages the security lifecycle of the company's office network IT assets, ensuring the integrity and confidentiality of corporate data; ● 負責公司辦公網絡與數據安全規劃及統籌工作、安全運維管理。 ● Oversees the planning, coordination, and operational maintenance of the company's office network and data security infrastructure.
組織：產品安全部門 Organization: Product Security Department	
研發安全部門 R&D Security Department	<ul style="list-style-type: none"> ● 負責產品研發安全生命週期管理； ● Manages the security lifecycle of product R&D; ● 負責公有雲產品及服務的安全運維管理； ● Be responsible for the security operation and maintenance management of public cloud products and services; ● 負責產品的數據安全規劃及統籌工作。 ● Handles planning and coordination of product data security.

角色 Supervision Institutions	主要職責 Main Responsibilities
組織：法務部門 Organization: Legal Department	
法務部門 Legal Department	<ul style="list-style-type: none"> 負責數據安全及個人信息保護相關政策、法律法規、行業監管要求的識別、解讀、宣貫、諮詢； Interprets and advises on policies, laws, regulations, and industry standards related to data security and personal information protection; 對數據安全及個人信息保護相關制度、法律文件進行合規評審及建議； Conducts compliance reviews of relevant systems and legal documents, providing recommendations for enhancements; 協助處理數據安全及個人信息保護相關的客戶投訴、監管調查等事件。 Supports the company in handling customer complaints, regulatory investigations, and other data security and personal information protection-related incidents.

完善的信息安全管理體系

Improving Information Security Management System

我們根據國際國內主流監管法規、通用信息安全管理體系要求，參考行業最佳實踐，建立起完善的信息安全管理體系。截至報告期末，我們在信息安全方面已獲得 ISO 27001、ISO 27017、ISO 27018、ISO 27701、CSA STAR、ISO 22301 等管理體系認證，同時，我們還通過等保三級、SOC1/2 鑒證審計等國內國際合規認證，成為企業管理安全領域的「大滿貫」。報告期內，我們持續審計已有信息安全管理制度的有效性和適用性，對《金蝶員工信息安全手冊》進行更新，確保內部員工日常工作行為更加符合法規及公司發展需求。

We have established a robust and comprehensive information security management system that is aligned with both international and domestic mainstream regulatory frameworks, general information security management system standards, and incorporates industry-leading best practices. During the reporting period, we have acquired several key management system certifications in information security, including ISO 27001, ISO 27017, ISO 27018, ISO 27701, CSA STAR, and ISO 22301. Additionally, we have successfully obtained domestic and international compliance certifications such as Grade III of Classified Protection and SOC1/2 attestation audits, becoming a "Grand Slam" in the realm of management security. In 2023, we conducted regular audits to assess the effectiveness and relevance of our existing information security management system. Furthermore, we updated the *Information Security Manual for Employees* to ensure that the daily work practices of our internal staff alignment between regulatory requirements and the evolving needs of the company. This comprehensive approach to information security positions us at the forefront of enterprise management security, demonstrating our commitment to maintaining the highest standards of data protection and compliance.

安全管理體系 Safety Management System	覆蓋範圍 Scope of coverage	發證機構 Certification Authority	有效期 Validity
ISO/IEC27001:2022 信息安全管理體系	金蝶雲·星空 SaaS、金蝶雲·星空旗艦版 SaaS；金蝶雲·星瀚 SaaS、金蝶雲·蒼穹 PaaS、金蝶 EAS Cloud 雲服務	上海挪華威認證有限公司 (DNV)	2026 年 10 月 30 日
ISO/IEC27001:2022 Information Safety Management System	Kingdee Cloud Galaxy SaaS, Kingdee Cloud Galaxy Flagship SaaS, Kingdee Cloud Constellation SaaS, Kingdee Cloud Cosmic PaaS, Kingdee EAS Cloud Services	Shanghai Norwegian Veritas Authentication Co., Ltd. (DNV)	October 30, 2026
ISO/IEC27017:2015 信息安全管理體系	金蝶雲·蒼穹 PaaS、金蝶雲·星瀚 SaaS 雲服務	勞盛質量認證 (上海) 有限公司 (LRQA)	2025 年 10 月 30 日
ISO/IEC27017:2015 Information Safety Management System	Kingdee Cloud Cosmic PaaS, Kingdee Cloud Constellation SaaS Cloud Services	Lloyd's Quality Authentication (Shanghai) Co., Ltd. (LRQA)	October 30, 2025
ISO/IEC27018: 2019 個人可識別信息的信息安全管理體系	金蝶雲·蒼穹 PaaS 金蝶雲·星瀚 SaaS 雲服務	勞盛質量認證 (上海) 有限公司 (LRQA)	2025 年 10 月 30 日
ISO/IEC27018: 2019 Information Security Management System for Personally Identifiable Information	Kingdee Cloud Cosmic PaaS, Kingdee Cloud Constellation SaaS Cloud Services	Lloyd's Quality Authentication (Shanghai) Co., Ltd. (LRQA)	October 30, 2025
ISO/IEC 27701: 2019 隱私信息管理體系	金蝶雲·蒼穹 PaaS+ 星瀚 SaaS+ 星空旗艦版 SaaS+ 星空 SaaS 雲服務	勞盛質量認證 (上海) 有限公司 (LRQA)	2024 年 12 月 14 日
ISO/IEC 27701: 2019 Privacy Information Management System	Kingdee Cloud Cosmic PaaS+Constellation SaaS+ Galaxy Flagship SaaS+ Galaxy SaaS Cloud Services	Lloyd's Quality Authentication (Shanghai) Co., Ltd. (LRQA)	December 14, 2024
CSA STAR 雲安全管理體系	金蝶雲·星瀚 SaaS；金蝶雲·蒼穹 PaaS	上海挪華威認證有限公司 (DNV)	2026 年 10 月 30 日
CSA STAR Cloud Security Management System	Kingdee Cloud Constellation SaaS, Kingdee Cloud Cosmic PaaS	Shanghai Norwegian Veritas Authentication Co., Ltd. (DNV)	October 30, 2026
ISO 22301: 2019 業務連續性管理體系	金蝶雲·星瀚 SaaS，金蝶雲·蒼穹 PaaS 服務	上海挪華威認證有限公司 (DNV)	2026 年 8 月 28 日
ISO 22301: 2019 Business Continuity Management System	Kingdee Cloud Constellation SaaS, Kingdee Cloud Cosmic PaaS Services	Shanghai Norwegian Veritas Authentication Co., Ltd. (DNV)	August 28, 2026

產品全生命週期安全管理體系 Product Lifecycle Security Management System

為將系列信息安全要求融入到產品設計和開發中，我們發佈《金蝶產品安全研發管理辦法》，通過一系列安全活動將安全要求貫穿於產品全生命週期中，建立安全研發生命週期體系（S-SDLC, Secure-Software Development Lifecycle）或安全研發運維體系（DevSecOps）。

In order to integrate a series of information security requirements into product design and development, we have issued the *Kingdee Product Security Research and Development Management Measures*, which incorporates security requirements throughout the entire product lifecycle through a series of security activities, and establishes a secure research and development lifecycle system (S-SDLC, Secure-Software Development Lifecycle) or a secure research and development operation and maintenance system (DevSecOps).

產品生命週期階段 Product lifecycle Phases	具體安全措施要求 Security Measures Requirements
安全需求 Security Requirements	<ul style="list-style-type: none"> ● 在需求階段即考慮網絡安全、數據安全及隱私保護相關需求； ● Cybersecurity and privacy protection related requirements are considered at the security requirements phase; ● 若需採用開源或第三方軟件，需進行風險評估並將評估結果納入需求清單。開源及第三方軟件的安全管理規範參考《金蝶開源及第三方軟件安全管理規範》執行； ● In cases where open source or third-party software is intended for use, a risk assessment shall be conducted, and its results shall be documented in the requirements checklist. For security management specifications pertaining to open source and third-party software, refer to the <i>Kingdee Open Source and Third-Party Software Security Management Specification</i>; ● 由產品安全工程師組織對安全需求進行評審。 ● The product security engineer shall organize a review of the security requirements.
安全設計 Security Design	<ul style="list-style-type: none"> ● 針對產品安全需求開展安全架構設計，確定產品安全防護策略，進一步針對安全特性進行設計； ● In the design phase, the security structure is designed to address the security needs of the product, and the security strategy is determined for the product and designed for security features; ● 完成方案設計後，採用 STRIDE 等方法進行威脅建模分析，使用隱私影響性評估（PIA）等方法進行隱私影響分析，並針對識別的威脅制定有效的消滅措施； ● Once the design is complete, threat modeling analysis using methods like STRIDE and privacy impact analysis using techniques such as Privacy Impact Assessment (PIA) shall be conducted to identify potential threats and develop mitigation measures;

產品生命週期階段 Product lifecycle Phases	具體安全措施要求 Security Measures Requirements
安全開發 Secure Development	<ul style="list-style-type: none"> ● 由產品安全工程師組織開展安全設計評審，並協助測試人員進行安全測試方案及用例設計。 ● A dedicated person is responsible for security design reviews and the design of security test plans and use cases. ● 參考安全編碼規範進行安全編碼，對公共組件進行安全保護； ● During the development phase, security coding is carried out with reference to the security coding specification, public components are secured; ● 通過代碼安全檢視、靜態代碼掃描等手段及時檢查代碼中不符合編碼規範的問題或安全漏洞，及時進行整改。 ● Issues or security vulnerabilities in the code that do not conform to the coding specification are checked and rectified in a timely manner by means of code security inspection and static code scanning.
安全測試 Security Testing	<ul style="list-style-type: none"> ● 對產品進行安全測試（包括安全性漏洞測試和安全功能驗證等）； ● Conduct security testing on products and versions (including security vulnerability testing and security function verification); ● 必要時可邀請外部第三方進行安全滲透測試。 ● Invite external third parties to conduct security penetration testing when necessary.
安全部署及運維 Secure Deployment and Operation & Maintenance	<ul style="list-style-type: none"> ● 按照《金蝶互聯網安全運維管理辦法》進行安全部署及運維，包括對產品以及其運行環境定期進行安全性漏洞掃描、安全基線掃描、安全巡檢等，並進行相應安全加固； ● Conduct security deployment and operation and maintenance according to the <i>Kingdee Internet Security Operation and Maintenance Management Measures</i>, including regular security vulnerability scanning, security baseline scanning, security inspection, etc. for products and their operating environment, and conduct corresponding security reinforcement; ● 由安全運維人員開展安全監控，對安全事件及時響應和處理。 ● Assign a dedicated person to take charge of security monitoring and timely respond to and handling of security incidents.

產品安全與應急響應 Product Security Countermeasures

為應對雲服務產品信息安全事件，我們成立產品安全與應急響應團隊（Product Security Incident Response Team），對相關安全事件進行全面管理，制定《金蝶中國產品安全與應急響應團隊 (PSIRT) 運作機制》，規範團隊運作。

In order to timely respond to security incidents, we have established a Product Security Incident Response Team (PSIRT) to comprehensively manage security incidents and formulated the *Kingdee China Product Security and Incident Response Team (PSIRT) Operating Mechanism* to standardize team operations.

產品安全與應急響應團隊，是內外部產品漏洞的入口，負責管理公司漏洞庫。一般負責的事務：收集任意渠道的安全性漏洞，發佈廠商產品漏洞公告，披露開源漏洞信息，答復監管機構漏洞相關問題，提供客戶的安全性漏洞諮詢等。

產品安全與應急響應團隊官方郵箱：psirt@kingdee.com

The PSIRT team serves as the primary contact for internal and external product vulnerabilities and is overseeing the management of the company's vulnerability database. The team is responsible for collecting security vulnerabilities from any channels, releasing product vulnerability announcements, disclosing open source vulnerability information, and providing customers with security vulnerability consultation, etc.

Official mailbox of the Product Security and Incident Response Team: psirt@kingdee.com

開展專項安全治理提升工作 Special Security Inspection Projects

我們定期開展信息安全專項提升項目，確保整個信息安全管理体系的有效運行。報告期內，我們累計實施並完成 6 項安全專項提升工作，實現預期目標，公司信息安全管理水平進一步提升。

We carry out special security inspection program on a regular basis to ensure the effective operation of the entire information security management system. During the reporting period, we have implemented and completed a total of 6 security-specific improvement projects, achieving the expected goals and further enhancing the level of the company's information security management.

業務內生安全 Business endogenous security

- 完善 API 安全管理規範，對 API 接口進行安全檢測，防止未經授權的訪問及敏感信息洩露等，降低產品安全風險
- Enhance API security management specifications and conduct security testing on API interfaces to prevent unauthorized access and sensitive information leakage, and mitigate product security risks.

供應鏈安全 Supply chain security

- 完善中間件管理規範，開展中間件安全檢測
- Strengthen middleware management specifications and conduct middleware security testing.
- 完善 SDK 基線及管理規範，進一步規範 SDK 的使用
- Enhance SDK baseline and management specifications to further standardize the use of SDK.

產品隱私合規 Product privacy compliance

- 進一步規範產品個人信息收集、加密存儲和傳輸、脫敏顯示及個人信息處理、數據主體權力等
- Standardize the collection, encrypted storage, transmission, desensitization display, and processing of personal information.
- 確保各產品隱私合規遵從度 >90%
- Ensure that the compliance rate of privacy for all products exceeds 90%.

數據安全和跨境流動合規 Data security and cross-border flow compliance

- 數據大規模彙聚和共享風險排查與防護
- Identify and mitigate risks associated with large-scale data aggregation and sharing.
- 輸出數據跨境方案，並對場景進行模擬測試
- Develop a comprehensive cross-border data transfer plan and conduct scenario-based simulation testing.

產品安全研發能力和成熟度 Product security research and development capabilities and maturity

- 完善產品級安全研發能力成熟度模型
- Improve the maturity model of product-level secure development capabilities.
- 對各個產品進行審計，實現產品安全研發能力成熟度 >=L2
- Conduct audits on each product to achieve a maturity level of at least L2 in product security development capabilities.

安全運營

Security operations

- 短信安全治理任務
- Undertake the task of SMS security governance.
- 通管局通知自評估
- Conduct self-assessment in accordance with the guidelines provided by the Telecommunications Administration.

信息安全文化建設

Information Security Culture Development

我們通過例行培訓、專項培訓、定期安全知識普及等方式，持續強化員工及合作夥伴的信息安全意識和能力，致力於塑造形成良好的安全文化氛圍。

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

專項培訓。根據公司發展需求，不定期開展信息安全意識培訓工作。報告期內，為幫助所有合作夥伴提高信息安全意識，了解我們的信息安全要求及基礎網絡安全知識，明確夥伴安全責任和義務，推出線上課程《金蝶夥伴信息安全培訓》。

安全常識普及。針對信息安全最新態勢，定期發佈信息安全防護宣傳文章。報告期內，累計發佈「網絡安全小貼士」系列宣傳軟文共計 43 篇，其他安全類型提示 / 預警若干。

保護隱私與數據安全

Information Security and Privacy Protection

我們一直以企業和客戶為中心，為守護客戶的數據與隱私安全不斷努力。目前，我們已根據 ISO/IEC 27701: 2019、ISO/IEC 27018: 2019、《網絡安全法》《電子商務法》《數據安全法》《個人信息保護法》等國際標準和國內法規要求，建立起完善的隱私與數據安全管理體系。報告期內，我們發佈《數據安全及個人信息保護管理辦法》，對數據分類分級進行更詳細的定義，進一步保障數據全生命週期安全。

We continuously strengthen the information security awareness and capabilities of our employees and partners through routine training, specialized training, regular security knowledge dissemination, and other methods, committed to shaping and fostering a robust security culture.

Routine Training: An annual information security awareness training program is implemented for all employees, aiming to consistently elevate their security awareness. During the reporting period, the training was successfully conducted, achieving a completion rate of 99.8% among all employees.

Thematic Training: Aligning with the company's strategic development objectives, periodic information security awareness training sessions are conducted. During the reporting period, an online course titled *Kingdee Partner Information Security Training* was launched. This course aims to empower our partners with the necessary knowledge to enhance their information security posture, comprehend our information security prerequisites, grasp fundamental network security concepts, and clarify their security-related responsibilities and obligations.

Regular Promotion: Responding promptly to evolving information security landscapes, regular promotional articles addressing information security best practices are published. During the reporting period, a comprehensive series of 43 promotional articles under the banner of Cybersecurity Tips was released, along with numerous other security-focused reminders and warnings.

We attach great importance to information security and customer privacy. We have established a comprehensive privacy and data security management system in accordance with international standards such as ISO/IEC 27701:2019, ISO/IEC 27018:2019, and domestic laws and regulations including the *Network Security Law, E-Commerce Law, Data Security Law, and Personal Information Protection Law*. During the reporting period, we developed and issued the *Data Security and Personal Information Protection Management Measures*, providing more detailed definitions for data classification and grading to further ensure the security of the entire data lifecycle.

數據分級安全防護

Data Hierarchical Security Protection

我們按照數據一旦遭到篡改、破壞、洩露或者非法獲取、非法利用，對個人、組織合法權益造成的危害程度，將一般數據按行業慣例從低到高分為 1 級、2 級、3 級、4 級、5 級共五個級別，分別採取對應的保護措施。

We categorize general data into five distinct levels (Level 1 to Level 5), progressing from the least to the most sensitive, based on the potential harm to individuals' and organizations' legitimate rights and interests arising from data tampering, destruction, leakage, or unauthorized access and utilization. Each level receives tailored protective measures commensurate with its sensitivity.

保護原則 Protection Principles

Level 1

1 級數據為公開數據，原則上無保密性要求，其安全防護主要考慮完整性及可用性安全要求。

Level 1 data, deemed public information, generally does not require confidentiality. Its security protocol primarily focuses on maintaining data integrity and availability.

Level 2

2-4 級數據安全防護應在平衡安全需求與業務需求的基礎上，根據數據安全級別不同，有側重地採取適當的安全防護措施，2 級數據應優先考慮業務需求，4 級數據應優先考慮安全需求。

For Level 2 to Level 4 data security protection, appropriate security measures should be taken based on balancing security needs and business needs, with a focus on different levels of data security. Level 2 data should prioritize business needs, while Level 4 data should prioritize security needs.

Level 4

Level 5

5 級數據的保護按照國家及行業主管部門的有關要求執行，例如涉及金融數據（金融業機構開展金融業務、提供金融服務以及日常經營管理所需或產生的各類金融數據）的內容，除滿足本文件要求外，還應按照 JR/T 0223——2021 相關要求執行；涉及個人金融信息的內容，還應按照 JR/T0171——2020 相關要求執行。

Level 5 data protection adheres strictly to national and industry-specific regulations. Specifically, content related to financial data (encompassing the full range of financial information required or generated by financial institutions for their operations, services, and daily management) must comply with JR/T 0223-2021, in addition to adhering to the standards outlined in this document. Similarly, any content involving personal financial details must adhere to JR/T 0171-2020 regulations.

全生命週期數據安全和隱私保護

Entire lifecycle Data Security and Privacy Protection

我們圍繞數據的全生命週期，制定全面、系統的數據安全指導原則和保護措施。

We formulate comprehensive and systematic data security guidelines and protection measures focusing on the full lifecycle of data.

數據收集

Data Collection

安全保護原則 Security Protection Principles

最小化收集原則 Minimization Principle for Data Collection	隱私政策 Privacy Policy	APP 權限場景化申請 Contextualized Application for APP Permissions
單獨同意 Separate Consent	明示授權 Explicit Authorization	自動化合規收集 Automated Compliance Collection

重點安全保護措施 Key Security Protection Measures

- 制定詳細的隱私政策並定期進行優化；
Develop a detailed privacy policy and periodically review and update it to ensure its relevance and effectiveness;
- 隱私政策針對涉及收集用戶個人信息的場景（例如：用戶許可與註冊、賬號激活、故障診斷、售後服務、軟件功能優化等）進行詳細聲明，且在用戶閱讀並接受隱私政策後才會開展相關信息收集；
Users must be clearly informed about the scenarios involving the collection of their personal information. This information includes but is not limited to user licensing, registration, account activation, troubleshooting, after-sales service, and software feature optimization. Collection of relevant data should commence only after users have read and explicitly accepted the privacy policy;
- 提供自定義用戶隱私聲明管理功能，用戶可根據需求根據多種預置隱私聲明範本，制定個性化的隱私聲明；
Users must have the ability to customize their privacy statements based on a range of preset templates, allowing them to tailor their privacy preferences to their specific needs;
- 用戶享有其提供給公司的個人數據的所有權和控制權；
Users must retain ownership and control over the personal data they provide to the company;
- 用戶有任何隱私相關的問題都可通過電話或者郵件進行反饋。
Users should have the option to provide feedback on any privacy-related issues through secure channels such as phone or email.

數據存儲

Data Storage

安全保護原則 Security Protection Principles

敏感性數據加密 Sensitive Data Encryption	密碼帶鹽哈希 Salted Password Hashing	敏感個人信息默認加密 Default Encryption for Sensitive Personal Information
密鑰安全管理 Key Security Management	數據靜態脫敏 Data Static Desensitization	數據存儲期限管理 Data Storage Duration Management
數據備份 Data Backup	離線備份（異機或異地） Offline Backup (on a different machine or in a different location)	本地化存儲 Localized Storage

重點安全保護措施 Key Security Protection Measures

- 支持客戶為敏感字段設置數據留存週期；
Customers have the option to set specific data retention periods for sensitive fields;
- 採用高效數據備份和歸文件技術，確保數據的可靠性和可恢復性；
Employ efficient data backup and archiving technologies to guarantee the reliability and recoverability of stored information;
- 加密存儲：支持對個人信息、敏感個人信息、企業敏感性數據等敏感字段進行加密存儲，採用 AES256（高級加密標準）或 SM（國密算法）安全加密演算法；
Encrypted Storage Solution: We support encrypted storage for sensitive fields, such as personal details, sensitive personal information, and crucial corporate data. We utilize advanced encryption standards like AES256 (Advanced Encryption Standard) or SM (National Encryption Algorithm) to ensure the highest level of data security;
- 訪問控制：採用基於 RBAC（角色的訪問控制）擴展的權限控制模型，通過角色賦予用戶不同的權限，默認支持強密碼 + 手機驗證碼雙因素登錄方式；提供數據訪問控制機制，用戶祇能訪問被授權訪問的數據。將雲上客戶數據作為絕密數據對待，公司內部運維人員和技術支持人員沒有客戶業務系統的賬號和權限，未經客戶的書面授權，不能登錄客戶的業務系統，無權訪問客戶的任何信息和數據。
Access Control: We adopt an extended permission control model rooted in RBAC (Role-Based Access Control). This model assigns specific permissions to users based on their roles, ensuring that only authorized individuals can access sensitive data. By default, we implement a two-factor authentication mechanism, combining strong passwords with mobile phone verification codes, to further enhance security. We treat all customer data stored on our cloud platforms as top-secret. Internal personnel, including operation and maintenance teams as well as technical support staff, do not have access to customer business systems. Without explicit written authorization from the customer, no employee can log into these systems, thus ensuring the confidentiality and integrity of customer information and data.

數據傳輸

Data Transmission

安全保護原則 Security Protection Principles

傳輸加密 (HTTPS) Transmission Encryption (HTTPS)	公司系統傳輸客戶數據 Company System Transmission of Client Data	出境安全評估 Cross-border Security Assessment
出境標準合同 Cross-border Standard Contract	出境安全認證 Cross-border Security Certification	數據跨境合規 Cross-border Data Compliance

重點安全保護措施 Key Security Protection Measures

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

The public cloud service adopts mainstream and authoritative commercial digital certificates and a comprehensive certificate management system, employs a more secure HTTPS data transmission protocol, and uses secure SSL/TLS encryption methods to ensure that data is encrypted (not in plaintext) during transmission over the Internet.

數據使用和處理

Data Usage and Processing

安全保護原則 Security Protection Principles

數據歸屬 Data Ownership	數據訪問權限控制 Data Access Control	職責分離 Separation of Duties
敏感數據脫敏展示 Sensitive Data Desensitization Display	數據使用範圍限制 Restrictions on Data Usage Scope	數據外發限制 Restrictions on Data Disclosure
用戶畫像限制 Limitations on User Profiles	個性化推薦合規 Compliance with Personalized Recommendations	自動化決策影響 Impact of Automated Decision-making
大數據安全管理 Big Data Security Management	數據處理日誌 Data Processing Logs	數據安全風險評估 Data Security Risk Assessment
個人信息保護影響性評估 (PIA) Personal Information Protection Impact Assessment (PIA)		

重點安全保護措施 Key Security Protection Measures

標準預置隱私範本中包含脫敏方案，支持對敏感字段進行脫敏處理；
The predefined privacy template incorporates a comprehensive desensitization plan, tailored to handle sensitive data fields effectively;

支持根據不同業務數據類型設置不同脫敏方案，或者根據不同用戶設置不同隱藏顯示權限。
It supports setting different desensitization plans based on different business data types or setting different hidden display permissions based on different users.

數據共享

Data Sharing

安全保護原則 Security Protection Principles

數據脫敏加密導出 Data Desensitization and Encrypted Export	數據導出審批 Data Export Approval	第三方軟件 / SDK 引入評估 Third-party Software/SDK Introduction Evaluation
第三方安全評估 Third-party Security Assessment	簽訂保密協議 Signing Confidentiality Agreement	簽訂數據處理協議 Signing Data Processing Agreement
最小化原則 Minimization Principle	數據公開披露限制 Restrictions on Data Public Disclosure	API 接口訪問（禁止直連數據庫） API Interface Access (Direct Database Connection is Prohibited)
數據對外提供記錄 Record of Data Provided Externally		

重點安全保護措施 Key Security Protection Measures

拒絕為完成交易 / 服務以外目的第三方提供個人隱私數據；
We decline to provide any such information to third parties for any purpose beyond the completion of transactions or the provision of services;

不從第三方收集個人隱私數據。
Similarly, we refuse to gather personal privacy data from third-party sources.

數據銷毀

Data Destruction

安全保護原則 Security Protection Principles

離職員工數據清除
Data Removal for Departing Employees

退租、到期數據清除
Data Removal Upon Lease
Termination or Expiration

雲上數據刪除 / 匿名化處理
Deletion/ Anonymization of Data
On the Cloud

雲上數據安全刪除 (多次覆寫, 加密數據、銷毀密鑰)
Secure Deletion of Data On the Cloud (multiple overwrites,
encryption of data, destruction of keys)

廢棄存儲介質安全銷毀
Secure Destruction of Discarded
Storage Media

重點安全保護措施 Key Security Protection Measures

在客戶提交賬號注銷申請後, 在 15 天內完成核查與處理;

Complete verification and processing within 15 days upon receipt of a customer's account cancellation request;

對數據進行定期清理和銷毀, 以降低安全風險。

Regular cleanup and destruction of data to mitigate any potential security risks.

提升突發事件應急響應能力

Enhancing Emergency Response Mechanism

在應對突發隱私與數據安全事件方面, 我們發佈《金蝶雲安全應急預案》, 提升突發隱私、數據安全事件的應對能力。報告期內, 我們對該預案中涉及的組織人員、事件通報等內容進行優化, 進一步提升其適用性和有效性, 同時針對應急預案制定了更加完善的應急演練方案和演練計劃。

To address privacy and data security incidents, we have released the *Kingdee Cloud Security Emergency Plan* to improve our response capabilities. During the reporting period, we optimized the organizational personnel, incident notification, and other content involved in the plan to further enhance its applicability and effectiveness. Meanwhile, we developed more comprehensive emergency drill plans and schedules tailored to the emergency plan.

此外, 為驗證已有應急預案的有效性, 提升相關人員的應急能力, 我們每年開展 2 次數據洩露應急演練, 1 次數據恢復演練。同時, 通過對現有安全態勢的分析和評估, 我們不定期開展其他類型的隱私與數據安全應急演練。報告期內, 我們開展 1 次個人信息安全事件應急演練, 取得良好效果。

In addition, to verify the effectiveness of existing emergency plans and enhance the emergency response capabilities of relevant personnel, we conduct two data breach emergency drills and one data recovery drill annually. At the same time, through analyzing and evaluating the current security situation, we irregularly carry out other types of privacy and data security emergency drills. During the reporting period, we conducted one personal information security incident emergency drill, which achieved good results.

開展個人信息安全事件應急演練

Conducting an Emergency Drill for a Personal Information Security Incident

案例 Case

報告期內, 我們組織業務人員、安全人員、運維人員、公關人員、法務人員共計 14 人開展個人信息安全事件應急演練, 圍繞涉及超 10 萬數據洩漏量的突發隱私洩露事件開展應急演練, 有效鞏固了我們對隱私數據洩露事件的應急能力。

During the reporting period, we organized a total of 14 personnel from diverse backgrounds, including business operators, security personnel, maintenance personnel, public relations personnel, and legal personnel, to conduct an emergency drill for a personal information security incident. The drill focused on a simulated sudden privacy leak incident involving over 100,000 data breaches, effectively reinforcing our emergency response capabilities in the event of a privacy data leak.

提升員工隱私與數據安全防護能力

Enhancing Employees' Privacy and Data Security Awareness

我們定期組織員工開展隱私與數據安全相關培訓, 持續提升員工在保護隱私與數據安全方面的意識和能力。報告期內, 我們組織員工開展《產品安全及隱私保護合規要求解讀》《PIA 隱私風險評估方法及報告編寫介紹》培訓, 累計覆蓋 2,723 人, 累計學習總時長 5,351.75 小時。

We regularly conduct privacy and data security training for our employees to continuously enhance their awareness and abilities in protecting privacy and data. During the reporting period, we conducted training sessions on *Interpretation of Product Security and Privacy Protection Compliance Requirements* and *Introduction to PIA Privacy Risk Assessment Methods and Report Writing*, covering a total of 2,723 employees and with a total learning duration of 5,351.75 hours.

合作夥伴隱私與數據安全管理

Privacy and Data Security Management for Partners

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

We seamlessly integrate privacy and data security protection requirements into our partnership agreements, mandating that all partners and suppliers adhere to the *Kingdee Data Security Commitment*. This commitment stipulates that partners refrain from disclosing any data or confidential information pertaining to Kingdee and its affiliated entities to third parties, either directly or indirectly. Without explicit authorization from Kingdee or the concerned data owner, partners are prohibited from caching, stealing, leaking, misusing, or illegally providing personal data to unauthorized individuals. Furthermore, they are not permitted to process confidential information and reinstate it to its original form. When offering or sharing data related to Kingdee's services, the partner assumes responsibility for ensuring the legitimacy and compliance of the data source. Additionally, any external sharing of data must occur solely with the express and legitimate authorization of the pertinent data stakeholders, including the data owner. To ensure compliance, we conduct annual assessments of our suppliers' adherence to privacy and data security management standards.

保障網絡安全 Ensuring Network Security

我們按照國際通用的網絡安全管理體系及國內相關法律法規要求，建立完善的網絡安全管理體系，制定《金蝶互聯網安全運維管理辦法》《金蝶員工信息安全手冊》《金蝶 IT 資產安全運維管理辦法》等系列制度，確保網絡安全相關工作有序、高效開展。報告期內，我們對《金蝶員工信息安全手冊》進行修訂，進一步提升其合規性和實用性。

In accordance with internationally recognized network security management systems and domestic laws and regulations, we have established a comprehensive network security management system. We have formulated a series of policies, including the *Kingdee Management Measures for Internet Security Operation and Maintenance*, *Information Security Manual for Kingdee's Employees*, and *Kingdee Management Measures for Security Operation and Maintenance of IT Assets* to ensure orderly and efficient network security-related work. During the reporting period, we revised the *Information Security Manual for Kingdee's Employees* to further enhance its compliance and practicality.

網絡安全防護措施 Network Security Protection

我們通過重要設備冗餘部署、內部定期網絡安全審計、網絡安全性漏洞掃描和攻防演練、網絡安全治理提升工作和網絡安全文化建設持續完善公司網絡安全管理體系，提升網絡安全防護水平。

We continuously improve our company's network security management system and enhance network security protection through redundant deployment of critical equipment, regular internal network security audits, network security vulnerability scanning and attack and defense drills, enhancement of network security governance, and the cultivation of a network security culture.

內部網絡安全審計。每年開展一次內部網絡安全審計。報告期內，我們對金蝶雲·星空、金蝶雲·星瀚（蒼穹）、金蝶雲·星辰、精鬥雲、KIS 雲、EAS cloud、我家雲、後勤服務中心、採購部、人力資源部、基礎運維部、法務部、信息安全部等部門開展網絡安全審核，共計發現 48 項輕微不符合項，均已整改完畢。

Network Security Audits: Kingdee conducts annual internal audits on information security to identify and control information security risks. During the reporting period, a comprehensive audit was performed on various departments and cloud services, including Kingdee Cloud Galaxy, Kingdee Cloud Constellation(Cosmic), Kingdee Cloud Stellar, Jingdou Cloud, KIS Cloud, EAS Cloud, Wojia Cloud, logistic service center, procurement department, HR department, operation and maintenance department, legal department, and information security department. This thorough assessment identified 48 minor non-conformities, which were promptly rectified to mitigate any potential risks.

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

Network Security Vulnerability Scanning and Attack and Defense Drills: We carry out network security vulnerability scans at least once a month and organize at least one full network security attack and defense drill annually.

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

網絡安全專項工作。每年制定網絡安全專項提升計劃。報告期內，在安全管理方面開展 IT 資產安全管理、安全流程業務標準化專項提升工作；在安全技術方面，開展優化部署 WEB 應用防火牆、堡壘機、AD 域安全系統、數字水印系統、新一代防病毒軟件等網絡安全強化工作。

Network Security Emergency Response:We have formulated the *Network Security Emergency Response Plan* and created the *Emergency Guide for Security Incidents* tailored to different types of security attacks. Common security threats are effectively managed through measures such as IP blocking and attack source mitigation. Additionally, we conduct regular security emergency drills to prepare for and mitigate common attack scenarios faced by our products.

Specialized Network Security Initiatives:Each year, we develop a specialized plan for enhancing network security. During the reporting period, our focus in security management was on strengthening IT asset security management and standardizing security processes. Technically, we implemented several key enhancements, including optimizing the deployment of WEB application firewalls, bastion hosts, implementing AD domain security systems, digital watermarking systems, and the next-generation antivirus software.

世界一流的生態 World-class Ecosystem

健康、完善的生態是產業可持續發展的根基。我們持續攜手政府單位、價值鏈企業、行業協會、客戶企業、高等教育主管機構、高校、同行企業、標準制定機構等利益相關方，推動數字化產業高質量發展。

A robust and vibrant ecosystem underpins the sustainable growth of any industry, and Kingdee strives to be a catalyst. Kingdee has always insisted on developing with the industry, building partnerships with different parties, including government bodies, value chain enterprises, industry associations, clients, education authorities, universities, peers, and standard-setting organizations, through responsible supply chain management to jointly build a sustainable value chain, helping the industry's digital transformation.

攜手夥伴共贏 Win-win with Partners

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

Leveraging our core business strategy centered around "platform + HR & Finance & Tax+ Ecosystem," we engage in continuous collaboration with a diverse array of partners. These include Technology Platform Partners (TPP), Sales and Service Partners (SSP), Professional Service Partners (PSP), Independent Software Vendors (ISV), Business Alliances (BA), and University Alliances (UA). This approach enables us to reach and serve our clients more effectively, offering them a comprehensive and diverse range of solutions to support their digital transformation journey.

報告期內，我們新引入工商銀行、漢得信息、美世諮詢、微軟、百度智能雲、電信天翼雲等 12 家戰略級夥伴，進一步夯實公司的數字化服務能力。

During the reporting period, we successfully onboarded 12 strategic partners, notable among them being ICBC, Hand Information, Mercer, Microsoft, Baidu Intelligent Cloud, and Telecom Tianyi Cloud. These partnerships have further augmented our capabilities in delivering digital services to our clients, strengthening our position as a leading provider of innovative and comprehensive solutions.



夥伴赋能

Mutual Success and Growth with Partners

為提升生態夥伴的發展能力，使其更好地融入到我們的業務體系中，形成互信共贏的夥伴力量。我們定期開展生態夥伴赋能活動，提供線下集中訓練營、線上社群培訓營及自主學習的赋能培訓項目，為生態夥伴總經理、銷售、解決方案顧問、實施顧問、研發、市場、服務、客戶成功、運營等人員開展專業能力赋能，涵蓋各領域方法論、行業解決方案、產品知識、實操演練、優秀經驗分享、公司經營、政策制度等內容，說明生態合作夥伴提升綜合能力。

報告期內，累計面向全體營銷服務夥伴開展線下赋能訓練營共計 96 場，內容涉及夥伴總經理商學院、生態夥伴成長計劃、春雨計劃、秋收行動等，覆蓋夥伴 8,000+ 人；累計開展 10+ 期線上學習營及直播赋能活動，內容涉及「新銷售破繭成蝶」系列、金蝶雲·星瀚基礎培訓班、金蝶雲·星空旗艦版培訓班等，覆蓋夥伴 4,200+ 人；累計面向獨立軟件發展商舉辦 27 期線上金蝶雲·蒼穹初中級開發學習營和 3 期線下培訓營，覆蓋研發夥伴 5,700+ 人。

To enhance the development capabilities of our ecosystem partners and integrate them seamlessly into our business system, fostering a mutually beneficial and trusting partnership, we regularly conduct empowerment activities tailored for our partners. These comprise offline centralized training camps, online community training sessions, and self-paced empowerment programs. We aim to professionalize key personnel from partners, including general managers, sales representatives, solution consultants, implementation consultants, developers, marketers, service providers, customer success managers, and operators. The training curriculum encompasses methodologies across multiple topics, including industry-specific solutions, product knowledge, practical exercises, best practice sharing, company operations, policies, and regulations. This comprehensive approach aims to equip our ecosystem partners with the necessary skills to enhance their overall capabilities.

During the reporting period, we organized a total of 96 offline empowerment training camps for all marketing and service partners, covering topics such as the Partner General Manager Business School, Ecosystem Partner Growth Plan, Spring Rain Plan, and Autumn Harvest Action. These events covered over 8,000 partners, providing them with valuable insights and knowledge. Additionally, we conducted more than 10 online learning camps and live empowerment activities, including the "New Sales Transformation" series, Kingdee Cloud Cosmos basic training, and Kingdee Cloud Galaxy flagship edition training, covering over 4,200 partners. Furthermore, we held 27 online Kingdee Cloud Cosmos junior and intermediate developer training camps and 3 offline training camps specifically for Independent Software Vendors (ISVs), covering over 5,700 development partners.

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

To ensure a standardized approach, we have established a skill qualification certification system for our ecosystem partners, based on our company's competency model. This serves as a metric to assess the fundamental professional abilities of partner consultants, covering roles such as implementation consultants, application developers, application support consultants, and customer success managers.

關鍵績效 Key Performance Indexes

截至報告期末

As of the end of the reporting period

通過系列赋能活動，累計有 **12,800+** 夥伴成員通過金蝶專業能力認證，

覆蓋夥伴 **2,700** 家，認證通過率達 **70%**；

Through a series of empowerment activities, a cumulative total of over **12,800** partner members have successfully obtained Kingdee's professional certifications, covering **2,700** partners with a certification pass rate of **70%**.

其中，中、高級顧問認證占比從 2022 年的 **13%** 提升至 **24%**。

Notably, the proportion of intermediate and advanced consultants who obtained certification has increased from **13%** to **24%**, in comparison to 2022.

引領行業發展 Leading Industry Development

我們深知自身對推動行業發展的責任和義務。我們通過深耕中國管理模式研究、培育信息化人才、開展行業課題和標準制定等方式，引領行業創新發展。

We are fully aware of our responsibilities and obligations in driving the development of the industry. We spearhead innovative advancements by conducting thorough explorations into Chinese management paradigms, fostering the growth of IT talents, and executing industry-pertinent projects and standard-setting initiatives.

中國管理模式研究

China Management Model Research (CMMR)

管理軟件不僅是工具，更是企業管理思想的沉澱，是企業生產、治理體系的總結。作為國內最早開發企業管理軟件的公司之一，我們深知適用於中國本土企業的管理思想對產業發展的重要性。2006年，董事會主席徐少春先生首次提出「中國管理模式」概念，2008年，中國管理現代化研究會與金蝶聯合國內知名商學院發起「中國管理模式傑出獎」，至今已連續組織16屆傑出獎遴選及13屆中國管理·全球論壇。我們已調研並遴選出上百家獲獎企業，總結出200萬+字企業管理案例，出版《解碼中國管理模式》系列叢書、《路標：解碼中國管理模式》等中國管理模式研究專著近20部，提出了中國管理模式三角模型、九大原則等洞見，為管理理論研究、管理實踐與管理科學分享和交流提供國際化平台，為推動中國管理進步做出積極貢獻。

Management software encompasses not merely a tool, but also a mirror reflecting the corporate governance ethos and an amalgamation of an enterprise's production and administrative frameworks. As a pioneer in developing enterprise management software in China, we comprehend the significance of implementing locally relevant management ideologies for industrial progress. In 2006, Xu Shaochun, Chairman of the Board, first proposed the concept of "China Management Model". In 2008, the China Association for Modern Management Studies and Kingdee jointly launched the "Outstanding Award for China Management Model" alongside renowned domestic business schools. Over the years, we have continuously organized 16 sessions of the Outstanding Award selection and 13 sessions of the China Management · Global Forum. We have identified and selected hundreds of award-winning enterprises, compiled over 2 million words of enterprise management cases, and published nearly 20 monographs on Chinese management model research, including the book series *Decoding Chinese Management Model* and *Landmark: Decoding Chinese Management Model*. Furthermore, we have contributed valuable insights such as the triangular model of Chinese management and nine key principles, providing an international platform for the advancement of management theory, practical implementation, and the sharing and exchange of management science. Our efforts have actively contributed to the promotion of Chinese management practices.



講好中國管理故事，第十三屆中國管理·全球論壇成功舉辦

Narrating Chinese Management Stories - The Successful Hosting of the 13th China Management Global Forum

案例 Case

2023年10月21日，第十三屆中國管理·全球論壇暨中國管理模式傑出獎頒獎盛典在深圳召開，數百位海內外著名管理學者、知名企業領導者共聚一堂，共話管理發展新趨勢。

On October 21, 2023, Shenzhen witnessed the grand gathering of the 13th China Management Global Forum alongside the prestigious Chinese Management Model Excellence Awards Ceremony. This event attracted hundreds of renowned management scholars and industry leaders from both domestic and international firms, discussing the emerging trends in management development.

此次論壇邀請德國「隱形冠軍之父」赫爾曼·西蒙以視頻連線的方式分享了題為《「隱形冠軍」及其未來發展之路》的主題演講，介紹了「隱形冠軍」的管理特點和成功之道。

A noteworthy highlight was the keynote speech delivered by Hermann Simon, the renowned "Father of Hidden Champions" in Germany, via video link. He enlightened the audience with insights into the management characteristics and success factors of "hidden champions."



論壇現場重磅揭曉了2023年中國管理模式傑出獎年度三大榜單：中國管理模式傑出獎、中國管理模式創新獎、中國數字化突破實踐獎。本次論壇還特別增設「中國管理模式傑出獎15周年特別貢獻獎」，以表彰能穿越週期，可持續發展，形成中國管理特色的領軍企業。海信集團控股股份有限公司、三一集團有限公司、安踏（中國）有限公司憑藉極具開創性、引領性的管理實踐脫穎而出，成為備受業界認可的中國企業管理「排頭兵」。

The forum also marked the announcement of three prestigious award lists for the 2023 China Management Model Excellence Awards: the China Management Model Excellence Award, the China Management Innovation Award, and the China Digital Breakthrough Practice Award. Additionally, a special "15th Anniversary Special Contribution Award for China Management Model Excellence" was introduced to honor those leading enterprises that have demonstrated sustainable development and distinctive Chinese management characteristics over the years. Among them, Hisense Group Holdings Co., Ltd., SANY Group Co., Ltd., and Anta (China) Co., Ltd. stood out for their innovative and leading management practices, earning them the distinction of being "vanguards" in Chinese enterprise management.

案例 Case

重磅成果發佈

Key Achievement

本次論壇發佈了里程碑之作《路標——解碼中國管理模式》，把中國管理模式傑出獎歷年探尋走訪的成功企業經驗，凝煉總結成「中國企業管理的三維模式」以及「中國企業管理模式的九條原則」，與多個企業案例一起匯集成書，旨在以 15 年上下求索的中國管理智能與方案，為未來中國企業管理模式走向世界一流指引方向。



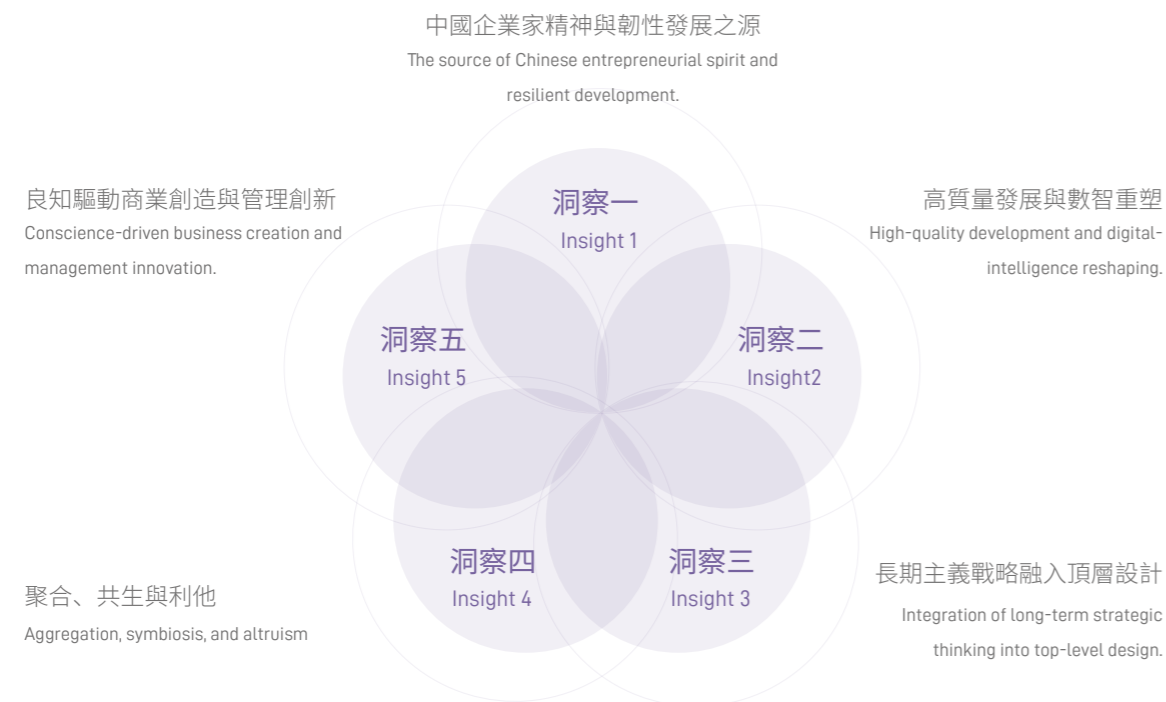
A significant milestone was achieved with the release of a landmark publication titled *Roadmap - Decoding the Chinese Management Model*. This book distills the successful corporate experiences explored and visited over the years by the China Management Model Excellence Award into a comprehensive framework, including the Three-Dimensional Model for Chinese Enterprise Management and the Nine Principles of the Chinese Enterprise Management Model. Coupled with numerous corporate case studies, this book aims to provide valuable guidance for the future direction of Chinese enterprise management, leveraging the wisdom and solutions gained from 15 years of exploring Chinese management practices.

中國管理模式 50 人 +2023 年度洞察發佈

Insights from 50+ Leaders in Chinese Management Models in 2023

本次論壇通過對傑出獎入圍企業、數字化獎入圍企業、及十五周年特別貢獻獎企業的調研，提煉出《2023 年中國管理模式 50 人 + 年度洞察》

Through research on the finalist companies for the Excellence Award, Digital Breakthrough Award, and the 15th Anniversary Special Contribution Award, this forum has extracted the *2023 Insights from 50+ Leaders in Chinese Management Models*.



培養信息化人才

Training Information Talents

人才是推動產業數字化轉型的中堅力量。作為聚焦為企業提供數字化轉型服務方案的 SaaS 服務提供商，我們持續總結、提煉在服務企業數字化轉型過程中積累的經驗和能力，通過校企合作、舉辦創業創新大賽和開設職業教育機構等方式，面向高校、在校大學生、職場人士輸出數字化轉型人才培養方案，為產業數字化轉型培育更多人才。

Kingdee believes that building an IT talent pool is the key to the digital transformation of enterprises. As a leading SaaS service provider specializing in delivering digital transformation solutions to enterprises, we consistently evaluate and enhance our expertise and capabilities gained from serving the digital transformation of businesses. Leveraging school-enterprise collaborations, organizing entrepreneurial innovation competitions, and establishing vocational education institutions, we offer comprehensive digital transformation talent training programs tailored for universities, college students, and working professionals to nurture a generation of talents that will drive the digital transformation of the industry forward.

產教融合助發展

Integration of Industry and Education for Development

我們長期堅持產教融合發展，積極參與高等教育和職業教育，支持院校建設高質量教育體系，通過師資培養、學生教育、產學研合作、大學生技能大賽等方式聯合培養數字化人才，助力數字經濟高質量發展。

Kingdee aligns with many universities to integrate theories and practices into the education of relevant talents and continues to help training related talents. We actively engage in higher education and vocational training, supporting colleges and universities in establishing high-quality education systems. Through faculty training, student education, industry-academia-research collaborations, and skill competitions for college students, we collaborate to cultivate digital talents, thereby contributing to the high-quality development of the digital economy.

報告期內產教融合重要工作成果

Key Achievements of Industry-Education Integration In 2023

- 與中南大學、哈爾濱工業大學（深圳）、蘭州大學等 379 所學校協作，開設 47 門數字化實踐能力課程、共建 107 個實驗室和實訓基地，累計開課達 1,137 班次，為超 30,000 名學生提供學習服務。舉辦 10 餘場線上線下師資研修活動，幫助近 2,000 名在校老師提升數字化實踐教學水平。

Collaborating extensively with 379 schools, including Central South University, Harbin Institute of Technology (Shenzhen), and Lanzhou University, we delivered 47 digital practical ability courses, jointly established 107 laboratories and training bases, offered 1,137 course sessions, covering over 30,000 students. We conducted over 10 online and offline teacher training activities, enhancing the digital practical teaching skills of nearly 2,000 schoolteachers.

- 與四川農業大學、貴州師範大學、貴州財經大學等學校聯合開設金蝶顧問班、共建實習基地，累計幫助 4,000 餘名學生提升數字化應用技能，為學生引薦生態夥伴及行業企業的工作機會。

We established Kingdee consulting classes and internship bases with Sichuan Agricultural University, Guizhou Normal University, Guizhou University of Finance and Economics, and other institutions, assisting over 4,000 students in refining their digital application skills and introducing them to job opportunities with ecosystem partners and industry enterprises.

- 通過企業立項、企業資助等形式積極參與教育部高教司「產學合作協同育人項目」、教育部科技發展中心「中國高校產學研創新基金——北創助教項目」、教育部學生司「供需對接就業育人項目」，圍繞數字化財務、智能識稅、新一代信息技術等領域的科研、教學改革創新研究，支持高校開展課程體系建設、教學內容改革、師資培訓、實踐條件建設、科學研究、定向人才培養培訓、就業實習基地建設、人力資源提升等項目。

We actively engaged in the Industry-Academia Cooperation and Collaborative Education Project led by the Department of Higher Education of the Ministry of Education, the Chinese University Industry-Academia-Research Innovation Fund - Beichuang Teaching Assistant Project of the Science and Technology Development Center of the Ministry of Education, and the Supply-Demand Matching and Employment Education Project of the Department of Student Affairs of the Ministry of Education. This engagement focused on research and teaching reform innovation in areas like digital finance, intelligent finance and taxation, and new-generation information technology. Supported universities in areas including curriculum system construction, teaching content reform, teacher training, practical condition construction, scientific research, targeted talent training, employment internship base construction, and human resource enhancement projects.

- 與華中科技大學、西安交通大學、復旦大學等院校攜手累計獲批立項 168 個項目，支持資金超過 100 萬。

Together with Huazhong University of Science and Technology, Xi'an Jiaotong University, Fudan University, and other institutions, we secured approval for 168 projects, with support funding exceeding 1 million yuan.

- 在四川省教育廳、中國商業會計學會職業教育分會等的支持指導下，我們聯合西南財經大學、四川財經職業學院牽頭組建成立「全國數字化財經產教融合共同體」，參與建設單位共 268 家，包括普通高等學校 69 家、高職院校（含職業本科）81 家、中職學校 58 家、上下游企業 56 家、行業組織 4 家。

With the support and guidance of the Sichuan Provincial Department of Education and the Vocational Education Branch of the China Society of Commercial Accounting, we jointly established the National Digital Finance and Economics Industry-Education Integration Community, led by Southwestern University of Finance and Economics and Sichuan Vocational College of Finance and Economics. A total of 268 units participated in the construction, including 69 universities, 81 higher vocational colleges (including vocational undergraduate colleges), 58 secondary vocational schools, 56 upstream and downstream partners, and 4 industry organizations.

- 在山東省教育廳、中國商業會計學會指導下，由深圳金蝶賬無憂網絡科技有限公司聯合浙江工商大學、山東商業職業技術學院牽頭組建成立「全國數智財稅行業產教融合共同體」，參與建設單位包括 100 餘所學校和近 60 家企業。

Guided by the Shandong Provincial Department of Education and the China Society of Commercial Accounting, Shenzhen Kingdee Account Worry-Free Network Technology Co., Ltd. we jointly established the "National Digital Intelligence Finance and Taxation Industry-Education Integration Community" with Zhejiang Gongshang University and Shandong Vocational and Technical College of Commerce. More than 100 schools and nearly 60 enterprises participated in this initiative.

關鍵績效 Key Performance Indexes

報告期內

During the reporting period

憑藉自身在產學合作協同育人方面的突出貢獻榮獲「積極貢獻企業」和「優秀合作夥伴」榮譽稱號；

Recognized as an "Enterprise with Active Contribution" and "Excellent Partner" for outstanding contributions in the field of collaborative education through industry-academia cooperation;

幫助近 **2,000** 名在校老師提升數字化教學能力；

Assisted nearly **2,000** schoolteachers in enhancing their digital teaching capabilities;

為超 **30,000** 名學生提供數字化培訓。

Provided digital training to over **30,000** students.

報告期內大學生技能創新大賽舉辦情況

Skill Innovation Competition for College Students in 2023

大賽簡介

Competition Description

2023 年 5 月，2023 年全國職業院校技能大賽（中職組）知識稅基本技能賽比賽在山東省濰坊商業學校圓滿閉幕，本次大賽吸引來自 37 個省、市、自治區、新疆生產建設兵團和計劃單列市的 76 支隊伍、304 名選手參加，我們為 42 場大賽中超過 2,500 餘名學生提供智能財稅競賽平台支持和學習服務。



In May 2023, the 2023 National Vocational College Skills Competition (Secondary Vocational School Group) - Intelligent Taxation Basic Skills Competition was successfully concluded at Weifang Business School in Shandong Province. This competition attracted 76 teams and 304 contestants from 37 provinces, municipalities, autonomous regions, Xinjiang Production and Construction Corps, and designated cities. We provided support for the intelligent taxation competition platform and learning services to over 2,500 students participating across 42 competitions.

大賽簡介

Competition Description

2023年6月，第八屆「金蝶雲管理創新杯大賽」啟動，圍繞企業數字化管理、業財融合、大數據經營分析、RPA應用、智能財務等知識和技能展開，全面提升學生的數字化應用技能，吸引來自全國26個省市、397所學校，累計1,941支隊伍超萬名師生參與。



In June 2023, the 8th "Kingdee Cloud Management Innovation Cup Competition" was launched, focusing on knowledge and skills such as enterprise digital management, business-finance integration, big data business analysis, RPA applications, and intelligent finance. It aimed to comprehensively improve students' digital application skills and attracted over 10,000 teachers and students from 397 schools in 26 provinces and cities, representing a total of 1,941 teams.

大賽簡介

Competition Description

2023年11月，我們作為聯合承辦單位的「一帶一路暨金磚國家技能發展與創新大賽財務管理及大數據應用技能賽項」（金磚大賽）全國總決賽在四川鐵道職業學院順利閉幕，來自161所學校的369支隊伍參賽超過1,000名師生參與本項賽事。



In November 2023, the national finals of the "Belt and Road and BRICS Skills Development and Innovation Competition Financial Management and Big Data Application Skills Competition" (BRICS Competition), which we co-organized, was successfully concluded at Sichuan Railway Vocational College. 369 teams from 161 universities participated in the competition, covering with over 1,000 teachers and students.

大賽簡介

Competition Description

2023年8月，第十二屆「中國軟件杯」大學生軟件設計大賽全國總決賽及頒獎活動在南京舉行。我們為本次大賽提供金蝶雲·蒼穹低代碼PaaS平台以及金蝶天燕信創環境支持，大賽期間，累計舉辦十餘場「蒼穹校園行」專場沙龍，為學生答疑解惑。本次大賽吸引來自全國300多所院校的1,077支隊伍報名參賽，並最終角逐出47支隊伍獲得國家級獎項。



In August 2023, the national finals and award ceremony of the 12th "China Software Cup" College Student Software Design Competition was held in Nanjing. We provided support for the competition with the Kingdee Cloud Cosmic Low-Code PaaS platform and Kingdee Tianyan Information Technology Innovation Environment. During the competition, we organized over 10 dedicated "Cosmic Campus Tour" salons to answer questions and address queries for the students. The competition attracted 1,077 teams from over 300 universities in China, and ultimately 47 teams were awarded national-level prizes.

助力職場人士數字化能力提升 Elevating Professional Skills in Digital

我們面向職場人士開辦金蝶顧問學院，作為數字化顧問教育與培訓機構，致力於向行業客戶提供全面的企業管理解決方案和技能培訓。學院以我們自研軟件產品為依託，採用線上、線下相結合的靈活教學模式，專注於財務管理、供應鏈管理、人力資源管理和企業級ERP等應用技術類培訓。報告期內，金蝶顧問學院搭建金蝶雲私塾線上課程平台，進一步豐富線上學習資源。

We have established the Kingdee Consultant Academy, a premier educational and training institution dedicated to digital consultants in the workplace. The Academy's mission is to deliver comprehensive enterprise management solutions and skills training tailored to meet the needs of clients across diverse industries. Leveraging our proprietary software products, we employ a dynamic teaching model that seamlessly integrates online and offline methodologies. Our focus is on technical training, encompassing financial management, supply chain management, human resource management, and enterprise-level ERP. During the reporting period, the Academy has taken a significant step forward by introducing the Kingdee Cloud Private Academy online course platform. This initiative aims to further enrich online learning resources, providing a robust and comprehensive learning experience.

關鍵績效 Key Performance Indexes

報告期內 During the reporting period

金蝶雲私塾面向職場人士開展**6**場培訓服務，覆蓋人員**96**人，**100%**通過考核並獲得認證。

Kingdee Cloud Private Academy conducted **6** training sessions specifically for professionals in the workplace, covering a total of **96** individuals. All participants successfully passed the assessment and obtained certification.

參與行業標準制定

Active Engagement in Industry Standard Development

我們積極參與行業標準制定，為推動行業規範化、高質量發展貢獻金蝶力量！報告期內，我們累計參與 6 項行業標準制定，目前已有 2 項標準正式發佈實施。

We are committed to actively contributing to the development of industry standards, leveraging our Kingdee expertise to foster standardized and high-quality advancements within the sector. In 2023, we were involved in the formulation of six significant industry standards. Notably, two of these standards have been officially released and implemented, marking a significant milestone in our contributions to industry standardization.

標準名稱 Standard Name	標準編號 Standard Number	發佈日期 Publication Date	實施日期 Implementation Date	歸口標委會 Committee
《審計數據收集標準的交換格式：XML 和 JSON》 <i>Exchange formats for the Audit Data Collection Standard: XML and JSON</i>	ISO/TS 21377:2023	2023/2/1	2023/2/1	ISO/TC 295 Audit data services
《中小企業數字化轉型解決方案評估規範》 <i>Assessment Specification for the Digital Transformation Solutions of Small and Medium-sized Enterprises</i>	T/SDSZXJJ 005—2023	2023/3/3	2023/3/3	山東省數字經濟協會 Shandong Digital Economy Association
《工業企業信息化和工業化融合評估規範》 <i>Assessment Specification for the Integration of Information Technology and Industrialization of Industrial Enterprises</i>	GB/T 23020-2023	/	/	全國信息化和工業化融合管理標準化技術委員會 National Standardization Technical Committee for Information Technology and Industrialization Integration Management
《工業互聯網平台應用實施指南第 2 部分：數字化管理》 <i>Application Implementation Guide for Industrial Internet Platforms - Part 2: Digital Management</i>	GB/T 23031.2-2023	/	/	
《面向製造業的數字化仿真分類》 <i>Classification of Digital Simulation for Manufacturing Industries</i>	20214484-T-339 (計劃號) 20214484-T-339 Plan number	/	/	
《數字孿生應用技術員》 <i>Digital Twin Application Technician</i>	/	/	/	/

開展行業課題研究

Conduct of Industry Research Projects

我們積極參與行業發展課題研究，攜手夥伴定期發佈行業研究報告，與業內企業共享研究成果。報告期內，我們攜手合作夥伴，發佈 10 餘份行業研究報告，與行業共享 30 年管理及數字化智能和經驗。

We engage actively in research projects that are pertinent to the development of the industry. Collaborating closely with our partners, we regularly publish comprehensive industry research reports, making our findings accessible to companies operating within the sector. In 2023, jointly with our partners, we successfully published over 10 industry research reports, imparting our wealth of knowledge and experience gained over 30 years in management and digitalization to the industry.

報告期內發佈的研究成果清單 List of Research Achievements in 2023

成果 Achievements	合作夥伴 Partners
《生命科學產業數字化轉型白皮書》 <i>White Paper on Digital Transformation of the Life Sciences Industry</i>	畢馬威 KPMG
《國資國企數字化轉型藍皮書》 <i>Blue Book on Digital Transformation of State-Owned Enterprises</i>	/
《裝備製造業數字化轉型白皮書》 <i>White Paper on Digital Transformation of the Equipment Manufacturing Industry</i>	/
《財務數字員工白皮書》 <i>White Paper on Digital Finance Employees</i>	上海國家會計學院、百度、廣東機場集團 Shanghai National Accounting College, Baidu, Guangdong Airport Group
《企業數字化轉型十大洞察（2023）》 <i>Top 10 Insights into Enterprise Digital Transformation (2023)</i>	上市公司協會等 Association of Listed Companies, etc.
《專精特新企業數字化轉型白皮書》 <i>White Paper on Digital Transformation of Specialized and Unique Enterprises</i>	/
《光伏行業數字化聯合白皮書》 <i>Joint White Paper on Digitization of the Photovoltaic Industry</i>	/
《金蝶不動產產業數字化轉型白皮書》 <i>Kingdee Real Estate Industry Digital Transformation White Paper</i>	/
《財稅數據風控白皮書》 <i>White Paper on Fiscal and Tax Data Risk Control</i>	/
《2023 企業業務能力（EBC）白皮書》 <i>2023 Enterprise Business Capability (EBC) White Paper</i>	中國信息通信研究院 China Academy of Information and Communications Technology
《星域工業互聯網平台白皮書》 <i>White Paper on Star-field Industrial Internet Platform</i>	新華信用 Xinhua Credit

打造可持續供應鏈

Establishing a Sustainable Supply Chain

我們將對自身的可持續發展要求融入到與供應商的合作中，通過採購合同、招標要求和供應商行為準則等文件引導供應商夥伴持續提升可持續發展水平，構建形成具有韌性的供應鏈。

供應商 ESG 管理

Supplier ESG Management

我們建立完善的供應商管理體系，制定《集團供應商管理細則》，規範從供應商准入認證、供應商分級分類、供應商合作選擇、供應商績效考核到供應商退出等供應商全生命週期管理工作。我們要求所有供應商簽署《陽光合作承諾書》，以確保與供應商合作過程的陽光透明。

報告期內，我們發佈《金蝶供應商 CSR 行為準則》，以簽署該準則作為供應商合作的必要條件，全面規範供應商在商業道德、合規、知識產權、勞工人權、環境保護、節能減碳等系列 ESG 議題方面的管理和實踐，推動供應商 ESG 水平持續提升。

We integrate our own sustainability criteria into our collaboration with suppliers, leveraging procurement contracts, bidding requirements, supplier codes of conduct, and other documentation to guide them towards continuous sustainability enhancement, to build a resilient and sustainable supply chain.

To standardize various supplier full lifecycle management, including supplier access certification, supplier classification, supplier selection and cooperation performance evaluation, and exit, we have established a comprehensive supplier management system and formulated the *Kingdee Rules on Supplier Management*. To ensure transparency and openness in our collaborations, we require all suppliers to sign the *Letter of Commitment to Anti-Corruption Cooperation*.

In 2023, we released the *Kingdee Supplier CSR Code of Conduct* as a prerequisite for supplier cooperation. This code comprehensively regulates suppliers' management and practices across a range of ESG issues, including business ethics, compliance, intellectual property rights, labor rights, environmental protection, energy conservation, and carbon reduction, to foster continuous improvement in suppliers' ESG performance.

我們通過日常供應商 ESG 表現監控和廉潔意識宣導等方式，評估供應商 ESG 表現，持續提升供應鏈廉潔水平。

To further enhance the integrity level of the supply chain, we assess suppliers' ESG performance through routine monitoring and advocacy of integrity awareness.

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

Daily ESG Performance Monitoring: In our routine management of suppliers, we document significant ESG-related occurrences in the Supplier Incident Log table. The gravity of these occurrences directly impacts their overall annual performance evaluation. Suppliers found to be in violation of agreements, such as the *Letter of Commitment to Anti-Corruption Cooperation* and the *Kingdee Supplier CSR Code of Conduct*, will face suspension penalties. They are required to complete rectification measures and wait for a one-year suspension period before re-applying to become new suppliers.

廉潔意識宣導：我們不定期對內部關聯部門、供應商進行《誠信廉潔、合作共贏》宣導，以持續提升供應鏈廉潔水平。報告期內，我們對常態化合作的 498 家供應商，約 670 個聯繫人及我們內部關聯部門開展廉潔意識宣導，取得良好效果。

Integrity Advocacy: We periodically conduct advocacy sessions on "*Integrity, Honesty, and Cooperative Win-Win*" for internal related departments and suppliers to continuously improve the integrity level of the supply chain. In 2023, we successfully conducted integrity awareness sessions for 498 suppliers, engaging approximately 670 regular contacts and our internally-related departments, yielding positive outcomes.

綠色採購

Compliant procurement

我們將綠色、低碳理念融入在日常行政物料、雲服務、IT 設備以及空調、馬桶等用水用能設備採購過程中，致力於通過採購將環保理念傳遞給產業鏈上游的供應商，推動整個產業鏈綠色低碳升級。

We seamlessly integrate green and low-carbon principles into our daily procurement processes, encompassing administrative materials, cloud services, IT equipment, and water- and energy-intensive equipment such as air conditioners and plumbing fixtures. Our commitment extends to disseminating the tenets of environmental sustainability among upstream suppliers within the industry chain, fostering widespread green and low-carbon upgrades throughout the entire supply chain.

行政物料

Administrative Materials

- 優先購買可再生打印紙、可再生衛生紙；採購辦公桌椅時，將供應商環保資質、證書作為准入條件，辦公桌椅等必須達到國標 E0 級別環保要求。
- We prioritize purchasing renewable printing paper and toilet paper. When acquiring office furniture such as desks and chairs, we consider the supplier's environmental qualifications and certifications as prerequisites. Office furniture must adhere to the national standard E0 level of environmental protection.

《金蝶供應商 CSR 行為準則》

Kingdee Supplier CSR Code of Conduct

● 遵守法律法規 / 商業道德	● 禁止貪污賄賂
● Compliance with laws and regulations/business ethics	● Prohibition of corruption and bribery
● 尊重知識產權	● 遵守保密義務與數據合規要求
● Respect for intellectual property rights	● Compliance with confidentiality obligations and data compliance requirements
● 執行公平交易、廣告和競爭的標準	● 遵守勞工保護要求
● Enforcement of fair trading, advertising, and competition standards	● Compliance with labor protection requirements
● 遵守職業健康和安全管理要求	● 遵守環境保護要求
● Compliance with occupational health and safety requirements	● Compliance with environmental protection requirements
● 出口、進口和貿易管制	● 信息披露
● Export, import, and trade control	● Information disclosure

雲服務

Cloud Services

- 在價格、功能、性能、服務支持等指標滿足要求的基礎上，將單位算力能耗、碳排放等指標納入考慮。
- Selection of cloud services is based on a comprehensive evaluation of factors including unit computing power consumption, carbon emissions, alongside considerations of price, functionality, performance, and service support.

IT 設備

IT Equipment

- 結合項目情況綜合考察產品是否具備一個或多個環保認證：CECP（中國節能產品認證中心）、EPEAT 金牌（電子產品環境影響評估）、Energy Star（美國節能認證）、TCO（生態、能源、輻射以及人體工學認證）、80Plus（能源轉換效率超過 80% 的電源）、RoHS（歐盟環保認證）。
- We thoroughly assess products based on project requirements, taking into account their possession of one or more environmental certifications, such as CECP (China Energy Conservation Product Certification Center), EPEAT Gold (Electronic Product Environmental Assessment Tool), Energy Star (U.S. Energy Efficiency Certification), TCO (Ecological, Energy, Radiation, and Ergonomic Certification), 80Plus (Power Supplies with Energy Conversion Efficiency Exceeding 80%), and RoHS (EU Environmental Protection Certification).

空調、空壓機等用能設備

Energy-Consuming Equipment

- 以能源節約程度作為參考標準。
- For equipment like air conditioners and air compressors, we utilize energy conservation as a reference standard during procurement.

馬桶、水龍頭等用水設備

Water-Consuming Equipment

- 以水效作為採購決策標準，優先購買含有水效標識和水效等級高的部件和設備。
- We prioritize purchasing components and equipment like toilets or taps carrying water efficiency labels and higher ratings, utilizing water efficiency as a procurement decision criterion.

水資源

Water Resources

- 在可行情況下，購買中水用作景觀植物養護。北京園區與第三方合作，購買達標中水並鋪設微噴渠道進行綠植養護，減少新鮮水的使用。
- Where feasible, we purchase reclaimed water for use in landscape plant maintenance. Our Beijing campus partners with a third party to purchase qualified reclaimed water and installs micro-irrigation pipelines for green plant maintenance, thus conserving fresh water usage.

世界一流的交付

World-class Implementation

項目交付是達成客戶滿意度的關鍵環節。我們秉持「哪有交付，就是做人」的核心理念，圍繞項目啟動、需求藍圖、構建測試和上線驗收等核心環節制定一系列指引原則和工作質量標準，以文化 + 制度保障客戶滿意度。

The governing principle of implementation is "in good faith above implementation". For that purpose, Kingdee has put in place a unified implementation management system and defined four stages, namely, project kick-off, requirements blueprint, build & test and go-live & acceptance check. We harness the synergy of culture and systems to ensure customer satisfaction.

項目啟動：世界一流，共創共贏

Project Kick-off: World-class, Co-creation and Win-win

- 信守承諾，明確目標定位、資源規劃，追求世界一流品質，與客戶同心同力共贏交付。杜絕匆忙啟動，資源不匹配；過度承諾，執行不到位。
- We are faithful to promises, uphold clarity in objectives, meticulous resource planning, the pursuit of world-class quality, and collaborative delivery with our customers. This ensures the elimination of hasty launches, mismatched resources, over-promises, and inadequate execution.

需求藍圖：洞察真需求，解決真問題

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

- 以客戶為中心，聆聽、挖掘、洞察、引領並超越客戶真需求，以世界一流的行業業務方案，解決客戶真問題。杜絕漠視客戶需求，設計方案隨意粗糙或不可落地。
- Our approach is customer-centered, focusing on listening, exploring, gaining insights, leading, and exceeding customers' real needs. We aim to deliver world-class industry business solutions that address customers' real problems, thus eliminating the neglect of customer needs and arbitrary or impractical design schemes.

構建測試：技術領先，品質卓越

Build & Test : Leading Technology, Superior Quality

- 採用最優解決方案進行產品配置與開發，用世界一流的工作品質，贏得客戶信任。杜絕違反開發規範，缺少技術評審；違反測試規定，缺少客戶參與。
- We adopt optimal solutions for product configuration and development, earning customers' trust through world-class work quality. This approach mitigates violations of development standards, lacks of technical reviews, breaches of testing regulations, and the absence of customer participation.

上線驗收：價值交付，行業燈塔

Go-live & Acceptance Check: Value Delivery, Industry Beacon

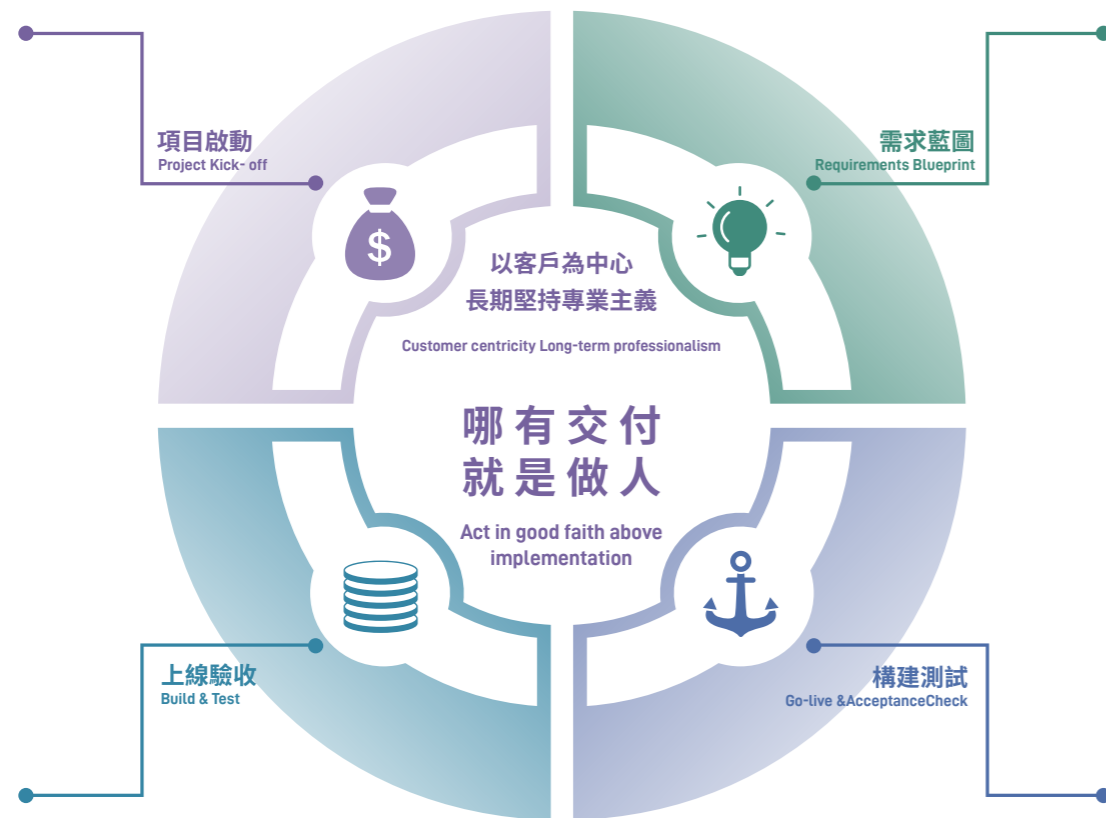
- 解決客戶真問題，提升客戶核心競爭力，實現價值交付，樹立行業數字化轉型標杆。杜絕準備不足，匆忙上線；問題頻發，消極響應。
- Our goal is to solve customers' real problems, enhance their core competitiveness, achieve value delivery, and establish a benchmark for industry digital transformation. This ensures adequate preparation, seamless launches, minimal issues, and proactive responses, thus eliminating any potential shortcomings.

世界一流，共創共贏

World-class, Co-creation and Win-win

洞察真需求，解決真問題

Insight into Real Needs, Solution to Practical Problems



價值交付，行業燈塔

Value Delivery, Industry Beacon

技術領先，質量卓越

Leading Technology, Superior Quality

世界一流的服務

World-class Service

我們秉持「幫助客戶成功」的理念，建立全面的客戶服務體系和服務渠道，持續完善在客戶問題解決與反饋、滿意度評價、投訴管理、信息安全保護等方面的管理制度和措施，為客戶成功保駕護航。

We adhere to the philosophy of "helping customers succeed" and establish a comprehensive customer service system and channels. We continuously improve management systems and measures in areas such as customer problem resolution and feedback, satisfaction evaluation, complaint management, and information security protection, to ensure the smooth sailing of our customers' success.



完善的客戶服務渠道

Sophisticated Customer Service Channels

我們建立包括在線工單、智能客服、智能語音熱線、IM (Instant Messaging) 專家支持、社區自助 / 互助等 5 大客戶服務支持渠道，全方位解決客戶疑難問題。

We have meticulously crafted five primary support channels to ensure comprehensive coverage and resolution of our customers' challenges. These channels include online work order systems, intelligent customer service interfaces, state-of-the-art voice hotlines, expert support via Instant Messaging (IM), and community-based self-service and mutual assistance forums.

在線工單系統：針對用戶在產品使用過程中遇到的應用諮詢類、數據及環境等技術問題，通過工單的形式提供支持。

Online Work Order System: This system offers comprehensive support to users, addressing application consulting needs, data-related technical issues, and environmental challenges encountered during product usage.

智能客服：在線智能客服機器人「金小蝶」可在線實時解答客戶疑問。

Intelligent Customer Service: The online intelligent customer service robot, "Jin Xiaodie," leverages cutting-edge technology to provide real-time responses to customer inquiries, ensuring swift and efficient service delivery.

智能語音熱線：通過撥打熱線電話 4008-836-836，獲得智能語音服務支持。

Intelligent Voice Hotline: Obtain intelligent voice service support by dialing the hotline number 4008-836-836.

IM 專家支持服務：專家在線實時快速響應產品使用問題、業務諮詢等。

IM Expert Support Service: Leveraging Instant Messaging (IM) technology, our team of experts offers prompt and responsive support for product usage issues, business consultations, and beyond.

社區自助 / 互助：「金蝶雲社區」為用戶提供自助互助式服務資源，包括社區互助問答、新手課堂、常見問題、產品使用課件、知識庫等。

Community Self-Service/Mutual Assistance: The "Kingdee Cloud Community" acts as a hub for users, providing access to self-service resources and mutual assistance forums. These include community Q&A sessions, beginner's classrooms, frequently asked questions, product usage tutorials, and an extensive knowledge base, among others.

定制化客戶服務方案

Customized Customer Service Solutions

我們根據客戶反饋和訴求，從產品使用、系統運維、服務體驗、價值提升、用戶成長五個維度構建客戶權益及服務內容，組合形成「三大服務產品」，分別為標準成功服務、高級成功服務、金選成功服務。

Drawing upon customer feedback and requests, we meticulously craft customer rights and service content across five key dimensions: product utilization, system operation and maintenance, service experience, value augmentation, and user growth. These dimensions are seamlessly integrated to form three comprehensive service offerings: Standard Success Service, Premium Success Service, and Gold Success Service.

標準成功服務：針對產品標準應用需求提供的保障性服務，包括在線工單、產品更新等遠程在線，提供線上自助服務和學習提升資源，如自助問答、產品知識庫、常見問題解答及在線課程等。

Standard Success Service: This is a comprehensive protective service tailored to meet the basic needs of standard product applications. It encompasses online work order management, product updates, and a range of remote online services. Additionally, it offers online self-service resources such as interactive Q&A forums, comprehensive product knowledge bases, frequently asked questions sections, and online training courses.

高級成功服務：除標準成功服務之外，還提供專屬技術經理、關鍵時刻支持、IM 專家支持、專屬服務報告等，具有專人、現場、專屬的特點，幫助客戶提升產品應用能力。

Premium Success Service: Building upon the foundation of the Standard Success Service, this tier introduces a dedicated technical manager, critical moment support, Instant Messaging (IM) expert assistance, and a personalized service report. With a focus on personalized attention, on-site support, and exclusivity, the Premium Success Service aims to elevate customers' product application capabilities to new heights.

金選成功服務：一系列個性化增值服務產品的集合，包括企業戰略管理、業務管理、技術管理各個層面的服務產品。客戶可根據需要選擇其中一項或多項服務產品，說明企業滿足個性化需求，持續獲得價值提升與成長。

Gold Success Service: This exclusive offering represents a curated collection of personalized value-added service products. It encompasses a diverse range of services that span enterprise strategic management, business operations, and technical oversight. Customers are free to choose from a menu of service products, tailored to their unique needs, enabling them to fulfill personalized requirements and achieve continuous value enhancement and growth.

客戶問題處理機制

Customer Issue Handling Mechanism

我們對客戶通過工單系統反饋的問題進行分類分級處理，制定《金蝶客戶工單處理管理辦法》《金蝶產品故障按燈響應處理辦法》，提高客戶問題的處理質量和效率，提升客戶滿意度。此外，我們發佈 ITR——問題管理——TOP 問題管理流程及支撐文件《UTR 問題管理操作指引》，規範客戶高頻共性问题從反饋到解決的工作機制，持續將客戶共性问题納入到產品迭代優化過程中，提升用戶體驗。報告期內，我們更新修訂《金蝶產品故障按燈響應處理辦法》，進一步提升其適用性和有效性。

We systematize the receipt and triage of issues reported by customers through our work order system. To elevate the quality and efficiency of issue resolution, we have formalized the *Kingdee Customer Work Order Handling Management Methodology* and the *Kingdee Product Fault Light Response Protocol*. These frameworks aim to optimize the customer experience by ensuring timely and effective responses. Furthermore, to standardize the workflow from feedback to resolution for frequently reported issues, we have published the "ITR - Issue Management - TOP Issue Management Process" along with its supporting documentation, the *UTR Issue Management Operational Guidelines*. These guidelines aim to ensure consistency and efficiency in addressing common customer concerns. We are committed to continuously enhancing the user experience by integrating customer feedback into the product iteration optimization cycle. During the reporting period, the *Kingdee Product Fault Light Response Protocol* was updated and revised to further enhance its relevance and effectiveness in addressing customer issues.

我們根據工單問題的緊急程度（問題級別）、客戶服務級別及工單剩餘受理時長來決策問題處理的先後順序。

We establish the priority of issue handling by evaluating three key factors: the urgency of the work order issue (issue level), the customer service level, and the remaining time for acceptance of the work order.

問題級別：由高到低分別為緊急故障（致命故障、嚴重故障）、非故障類緊急問題、標準問題，其中緊急故障通過按燈機制響應處理。

Issue Level: Issues are categorized from highest to lowest urgency as emergency faults (encompassing critical and severe faults), non-fault-related urgent matters, and standard issues. Emergency faults are addressed via an expedited lighting mechanism to ensure prompt response.

客戶服務級別：由高到低為戰略客戶綠色通道、高級成功服務、標準成功服務。

Customer Service Level: From highest to lowest, they are strategic customer green channels, Premium Success Service, and Standard Success Service.

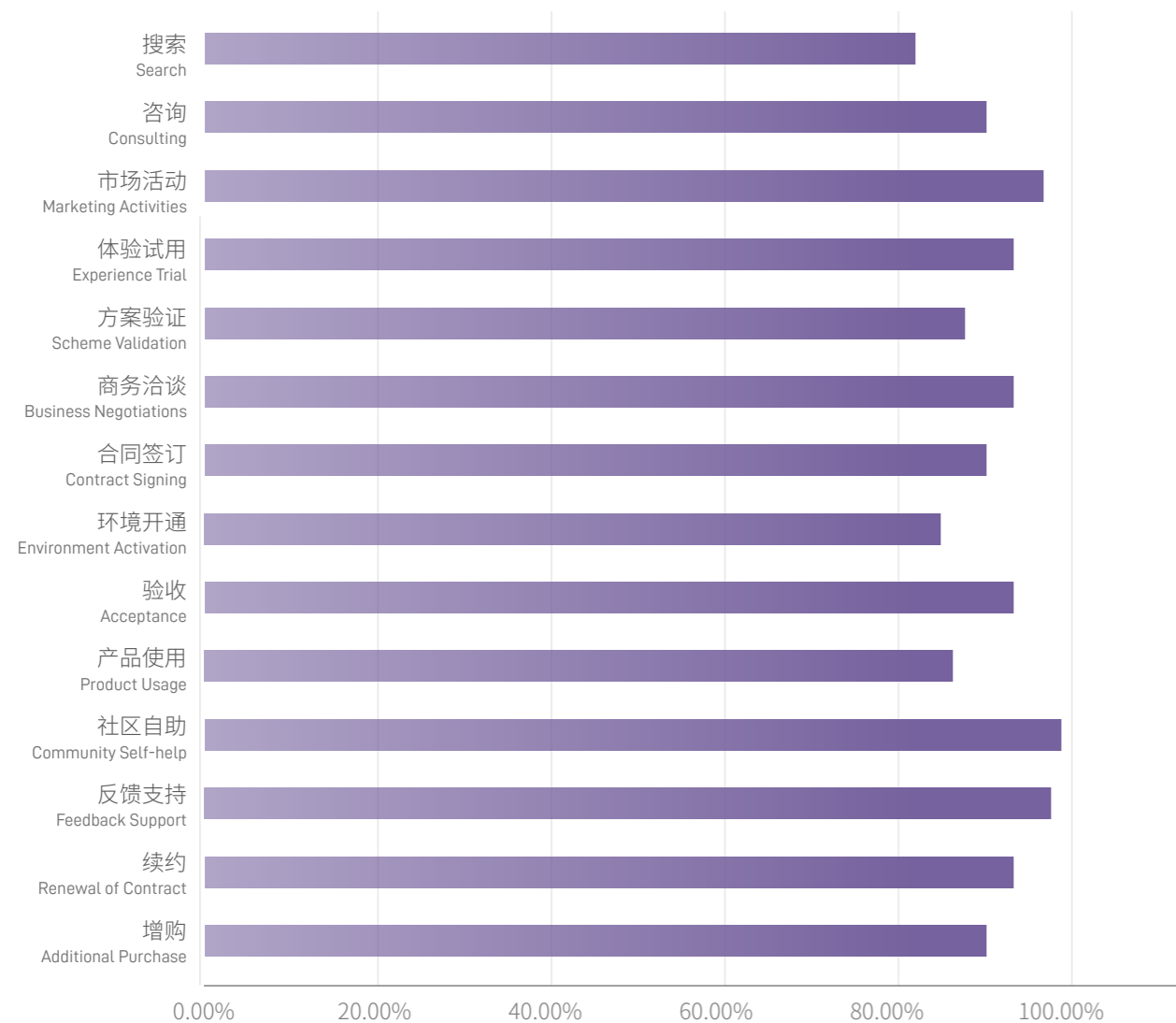
剩餘受理時長：優先受理剩餘時長較短的工單。

Remaining Time for Acceptance: To ensure timely resolution, work orders with shorter remaining time for acceptance are prioritized, ensuring that critical issues are addressed promptly.

客戶服務體驗測量體系 Customer Service Experience Measurement System

為了解用戶對全生命週期服務體驗的評價，我們構建用戶全旅程體驗評測體系，採用主觀評價與客觀評價相結合的方式，在用戶全旅程各觸點設計一系列指標並持續跟蹤，持續了解我們提供的服務與客戶期望之間的差距，找到關鍵觸點和機會，不斷實施用戶體驗改進策略。此外，我們每年開展戰略客戶滿意度調研活動，持續提升戰略客戶服務水平。報告期內，14 個可實時評測觸點滿意度如下。

To gain a comprehensive understanding of users' perception of the entire service lifecycle, we have devised a sophisticated customer journey experience evaluation framework that seamlessly integrates subjective and objective assessments. This framework entails the meticulous design of a range of indicators at every customer touch-point throughout their journey. Regular tracking of these indicators enables us to identify areas where our services fall short of customer expectations, pinpointing critical touch-points and opportunities for improvement. To address these gaps, we consistently implement targeted strategies aimed at enhancing the user experience. Furthermore, to continuously elevate strategic customer service levels. During the reporting period, we analyzed the satisfaction ratings for 14 real-time evaluable touch-points.



關鍵績效 Key Performance Indexes

報告期內

During the reporting period

14 個觸點平均滿意度為 **91.3%**，累計參與評價用戶數 **340,955** 人

Upon aggregating the data, it was found that the overall satisfaction rate averaged **91.3%** across the **14** touchpoints. This metric was derived from a cumulative total of **340,955** users who actively participated in the evaluation process.

戰略客戶滿意度為 **89.63** 分，同比增長 **2.31%**，累計參與調研客戶 **50** 家

For strategic customers specifically, the satisfaction score stood at **89.63**, marking a year-over-year improvement of **2.31%**. This positive trend was measured across a cumulative sample size of **50** strategic customers who responded to our tailored survey.

客戶投訴處理 Customer Complaint Handling

針對客戶投訴，我們制定《金蝶客戶投訴管理辦法》《徐少春個人號客戶反饋獎懲辦法》，明確客戶投訴的定義、處理原則和處理方法。報告期內，我們對該制度進行修訂發佈，進一步優化及完善投訴管理制度。投訴渠道方面，客戶可通過 400 售後熱線、售後在線服務、徐少春個人號進行投訴。

To ensure the efficient and effective management of customer complaints, we have formulated the *Kingdee Customer Complaint Management Regulations* and the *Measures for Rewards and Punishments for Customer Feedbacks on Xu Shaochun's Personal WeChat Public Account*. These documents clearly outline the definition of complaints, the guiding principles for their handling, as well as the methods to address them. During the reporting period, we have undertaken a revision of these systems, aiming to further refine and enhance the complaint management framework. In terms of complaint channels, customers can submit complaints through the 400 after-sales hotline, after-sales online service, or feedback through Xu Shaochun's personal WeChat public account.

關鍵績效 Key Performance Indexes

報告期內

During the reporting period

共收到客戶有效投訴 **196** 宗，同比下降 **45%**

A total of **196** valid customer complaints were received, representing a year-on-year decrease of **45%**.

客戶信息安全保護

Customer Information Security Protection

為保護客戶商業秘密和個人隱私，我們建立完善的客戶信息安全保護體系。報告期內，為進一步規範客戶服務流程各環節信息安全保護措施，我們發佈《金蝶客戶成功陽光服務規範》《金蝶客戶工單處理規範及操作指引》，明確保護客戶敏感信息的業務規範。

To safeguard the confidentiality of our customers' business secrets and personal privacy, we have established a robust and comprehensive information security protection system. During the reporting period, we have further strengthened our information security measures by issuing the *Kingdee Customer Success Sunshine Service Standards* and the *Kingdee Customer Work Order Handling Standards and Operational Guidelines*, clarifying the business norms for protecting customers' sensitive information.

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

Pre-service Precautions: Prior to initiating any high-risk operations that could potentially impact the smooth operation of a customer's system or business, it is imperative for service personnel to engage in advance communication with the customer. This communication must clearly outline the associated risks and obtain explicit authorization and consent from the customer before proceeding. This requirement extends to, but is not limited to, the following areas:

- 客戶賬號、密碼：含計算機操作系統、業務系統、金蝶產品、數據庫、網絡等；

Access Credentials: This encompasses access to customer accounts and passwords, pertaining to computer operating systems, business systems, Kingdee products, databases, networks, and other related systems;

- 操作系統及業務系統：含系統安裝部署、軟件升級、版本更新、補丁安裝、插件維護、系統切換、系統部署等；

System Operations: This involves operations such as system installation and deployment, software upgrading, version updating, patch installation, plugin maintenance, system switching, and deployment;

- 網絡及數據庫：含網絡連接檢查、數據庫安裝部署、數據庫運維、賬套數據修改或調整等。

Networking and Database Management: This includes activities like network connection checks, database installation and deployment, database operation and maintenance, as well as the modification or adjustment of accounting data.

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

During Service Delivery: The utilization of unofficial Kingdee remote software, such as QQ, WeChat, or any other social remote tools, is strictly prohibited for establishing remote connections with customers. Additionally, it is not permissible to capture screenshots or screen recordings of remote operation interfaces. Unauthorized modification, deletion, copying, or exporting of customer data is also strictly prohibited;

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

Post-Service Measures: Upon completion of the services, it is not permissible to utilize customer sensitive information for knowledge compilation, case writing, or dissemination. Furthermore, customers should be proactively reminded to promptly modify their accounts and passwords. They should also be actively informed of subsequent precautions to ensure the continued security of their systems and data.

世界一流的口碑

World-class Reputation

在快速發展過程中，金蝶國際將自身的技術與經驗優勢與全球時代發展需求相結合，助力中小企業數字化轉型，推進新時代工業化「加速度」；賦能 22 個行業企業低碳綠色發展，為全球碳中和目標貢獻中國力量；為三農企業帶來數字化解決方案，推動鄉村發展促進鄉村繁榮。金蝶國際始終以解決時代發展問題為己任，在踐行中國軟件企業社會責任的過程中為自己贏得世界一流的口碑。

During its rapid development, Kingdee has seamlessly integrated its technological and experiential advantages with the global demand for development, assisting small and medium-sized enterprises in digital transformation and propelling the acceleration of industrialization in the new era. Its commitment to fostering low-carbon green development across 22 industry sectors not only aligns with China's objectives but also contributes significantly to the global carbon neutrality target. Additionally, Kingdee offers cutting-edge digital solutions to agricultural, rural, and farmer enterprises, thereby driving rural development and prosperity. Throughout its journey, Kingdee has remained steadfast in addressing contemporary challenges, earning it a prestigious reputation as a leading Chinese software company that fulfills its corporate social responsibilities with excellence.

助力中小企業數字化轉型

Championing the Digital Evolution of SMEs

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

Small and Medium-sized Enterprises (SMEs) play a pivotal role in fostering innovation, enhancing employment opportunities, and elevating the well-being of society. However, amidst the wave of digital transformation, these enterprises encounter numerous challenges, stemming from a lack of awareness, capacity, and courage. These challenges often arise due to insufficient transformation consciousness, limited abilities, and funding constraints. Consequently, SMEs require guidance and support from external sources. To empower these enterprises in their digital journey, we offer comprehensive assistance, including digital training and distributing hundreds of millions of enterprise cloud vouchers, aiming to enhance their digital transformation capabilities.

培訓賦能數字化意識提升

Enhancing Digital Awareness Through Training

我們通過定期線上線下培訓活動，助力中小微企業數字化意識、能力提升。報告期內，我們聯合生態夥伴、行業協會和政府單位舉辦多場小微企業數字化成長賦能活動，取得良好效果。

We organize regular online and offline training sessions aimed at bolstering the digital awareness and capabilities of Small and Medium-sized Enterprises (SMEs). During the reporting period, we have successfully collaborated with ecosystem partners, industry associations, and government entities to organize numerous digital growth empowerment events tailored for small and micro-enterprises.

「數治企業，韌性變革」系列主題活動：聯合生態合作夥伴舉辦超 1,700 場線下小微企業專場數字化賦能活動，活動內容以財稅培訓、全面數字化的電子發票、企業管理等主題為核心，賦能小微企業員工人數超 30 萬。

"Digital Governance for Enterprises, Resilient Transformation" Theme Series: In close collaboration with our ecological partners, we have successfully conducted over 1,700 tailored offline digital empowerment events specifically designed for small and micro-enterprises. These events are centered around themes such as fiscal and tax training, fully digitalized electronic invoices, and enterprise management. These initiatives have empowered over 300,000 employees of small and micro-enterprises.



「金蝶雲會計節」系列主題活動：聯合中國中小企業協會、河北省工業和信息化廳、河北省中小企業協會、代理記賬協會等舉辦線下活動 32 場，邀請 30 多位財稅專家親臨活動現場，開展金稅四期、全面數字化的電子發票、財稅人員數字化轉型、稅務風險防控、會計行業發展洞察、企業財稅合規管理等財稅主題分享，賦能財務群體轉型成長，累計覆蓋線下財會人群超 3 萬人；聯合新浪直播、新華社現場雲、河北新聞網、網易直播等媒體進行活動直播，線上曝光量超 200 萬人次。

"Kingdee Cloud Accounting Festival" Theme Series: In collaboration with the China Association of Small and Medium Enterprises, Hebei Provincial Bureau of Industry and Information Technology, Hebei Provincial Association of Small and Medium Enterprises, and the Agent Accounting Association, we have successfully conducted 32 tailored offline events. These events featured over 30 fiscal and tax experts, who provided valuable insights on topics including the Fourth Phase of the Golden Tax System, the digitalization of electronic invoices, digital transformation for fiscal and tax personnel, tax risk prevention and control, insights into the accounting industry's development, and enterprise fiscal and tax compliance management. These initiatives have significantly empowered the transformation and growth of financial professionals, reaching over 30,000 offline financial and accounting professionals. Furthermore, we have partnered with leading media outlets such as Sina Live, Xinhua News Agency's Live Cloud, Hebei News Network, and NTES Live to broadcast the events live, reaching over 2 million online viewers.

常態化線上直播活動：聯合十餘家生態合作夥伴通過視頻號舉辦線上小微企業開工節、金秋賦能、情系暖冬等系列直播活動超 40 場，觀看量達 415 萬人次，為不同規模、不同需求的小微企業提供對應數字化解決方案。

Regular Online Live Streaming Events for Targeted Digital Solutions: In close collaboration with over ten strategic ecological partners, we have organized over 40 distinct online live streaming events, including the Small and Micro-Enterprise Kick-off Festival, Autumn Empowerment, and Warm Winter Care. Leveraging video streaming platforms, we have reached a cumulative audience of 4.15 million views.

建設中小企業數字化普惠工程

Digital Inclusion Project Construction for SMEs

我們以《中共中央國務院關於促進民營經濟發展壯大的意見》為引領，聯合中國中小企業國際合作協會數字化治理委員會，發出中小企業數字化賦能倡議，聯合各發起單位發佈中小企業「一起益企」數字化紓困服務行動，提供公益賦能服務包 + 定向輔導，切實幫助中小企業解決從研發服務、生產製造到銷售採購等經營環節數字化轉型難題，推動企業上雲用雲，促進產業實戰轉型。

Aligned with the *Opinions of the CPC Central Committee and the State Council on Encouraging the Development and Growth of the Private Sector*, we have collaboratively announced an initiative for digital enablement of small and medium-sized enterprises (SMEs) in conjunction with the Digital Governance Committee of the China Association for SME International Cooperation. Alongside various initiating units, we kick off the "Together for SMEs" digital relief service action. This action offers a comprehensive suite of public welfare enablement services, coupled with tailored guidance, to effectively assist SMEs in overcoming challenges in digital transformation throughout various business processes, encompassing research and development services, production and manufacturing, as well as sales and procurement. The ultimate goal of this initiative is to promote the adoption of cloud computing by enterprises and facilitate industrial transformation through practical applications.

金蝶雲·星空聯動各地分公司、第三方合作機構等舉辦近 1,000 場數字化轉型峰會、走進、答謝會、第三方論壇等活動，讓數字化技術走進千城萬企。

Kingdee Cloud-Galaxy has meticulously organized nearly 1,000 events, encompassing digital transformation summits, visits, appreciation events, and third-party forums. This extensive array of activities has been executed in close collaboration with various local branches and third-party cooperation agencies, effectively bringing digital technology to thousands of cities and enterprises across the country.

金蝶雲·星空基於超 3.1 萬家企業實踐提煉出「五力成長飛輪」數字化轉型方法論，致力打造 3 個 100 工程，幫助企業聚焦價值，實現產品力、獲客力、交付力、口碑力、收益力的全面提升，簽約成為 3 個 100 工程客戶，還可結合自身數字化建設資源和需求，獲取總價值 10 萬專屬服務權益包。

Drawing from the experiences and practices of over 31,000 enterprises, Kingdee Cloud-Galaxy has meticulously crafted a digital transformation methodology, dubbed the "Five Capabilities Growth Flywheel". This innovative framework is specifically tailored to support the implementation of the "Three 100 Projects." These projects aim to empower enterprises to prioritize value creation and achieve comprehensive enhancement in areas such as product competitiveness, customer acquisition, delivery capabilities, brand reputation, and profitability. Enterprises that engage in the Three 100 Projects are eligible to receive exclusive service packages tailored to their specific digital construction resources and needs, offering a total value of 100,000.

成立 100 家五力成長飛輪管理數字化轉型創新中心：為渴望成長的企業規劃及踐行數字化轉型之道，提升企業五力，持續成長。

Establishment of 100 Five Capabilities Growth Flywheel Management Digital Transformation Innovation Centers: These centers aim to plan and implement digital transformation strategies for growing enterprises, enhancing their five capabilities, and enabling sustainable growth.

成立 100 家五力成長飛輪管理數字化轉型示範基地：建設更創新、更開放的數字化轉型標杆，引領更多高成長型企業進行數字化轉型。

Establishment of 100 Five Capabilities Growth Flywheel Management Digital Transformation Demonstration Bases: These bases will serve as innovative and open benchmarks for digital transformation, leading more high-growth enterprises to embark on digital transformation journeys.

遴選 100 家專精特新「小巨人」企業：聯合政府、生態，打造為期 1 年的小巨人成長計劃，從戰略諮詢、數字化管理、IPO 審計諮詢等方面予以 1 對 1 持續性專項輔導。

Selection of 100 Specialized, Innovative, and Unique "Small Giant" Enterprises: In collaboration with the government and ecosystem partners, we will create a one-year growth plan for small giant enterprises, providing one-on-one sustained specialized guidance in areas such as strategic consulting, digital management, and IPO auditing consulting.

賦能產業低碳發展 Promoting Low-Carbon Industrial Development

在全球低碳發展背景下，綠色低碳轉型已成為製造業企業實現高質量發展的必然要求。我們基於世界一流的組裝平台，致力於彙聚製造業可組裝數字能力，打造世界級製造企業數字化轉型平台。截至報告期末，已累計賦能超 22 個行業企業尤其是高耗能行業精益管理，實現數字化與綠色化的跨越式升級發展，成功打造超過 200 家標杆企業項目。報告期內，我們升級發佈「金蝶 星域工業互聯網平台」，正式發佈《星域工業互聯網平台白皮書》，展示星域工業互聯網平台總體架構、解決方案、服務特色、生態發展戰略等核心內容。該白皮書的發佈，標誌著金蝶星域工業互聯網平台正式進入全面深耕製造業、全面建設新一代工業互聯網平台的嶄新階段。

Amidst the global push towards low-carbon development, the transition towards green and sustainable practices has become a crucial imperative for manufacturing enterprises seeking to achieve high-quality growth. Leveraging our world-class modular platform, we are committed to integrating digital capabilities across manufacturing processes and establishing a cutting-edge digital transformation framework tailored for leading manufacturing enterprises. As of the conclusion of the reporting period, we have successfully empowered over 22 industries, particularly those with high energy consumption, through lean management techniques. This has enabled a rapid and sustainable digital and green transformation. Our efforts have resulted in the creation of over 200 benchmark enterprise projects. During the reporting period, we also underwent a significant upgrade and launched the *Kingdee Xingyu Industrial Internet Platform*. Concurrently, we officially released the *White Paper on the Xingyu Industrial Internet Platform*, which outlines the platform's architecture, solutions, service features, and strategies for ecological development. The publication of this white paper signifies the official commencement of the Kingdee Xingyu Industrial Internet Platform's new phase, one that aims to deeply integrate within the manufacturing sector and establish a next-generation industrial internet platform.

關鍵績效 Key Performance Indexes

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

金蝶星域工業互聯網平台連接工業設備超 **126** 萬台，打造工業 APP 數量超 **17,000** 萬個，工業模型數量沉澱超 **11** 萬個。

The Kingdee Xingyu Industrial Internet Platform has connected over **1.26** million industrial devices. It has created over **170** million industrial APPs. The platform has accumulated over **110,000** industrial models.

金蝶星域工業互聯網平台解決方案概覽 Overview of the Kingdee Xingyu Industrial Internet Platform Solutions

個性化定制 Personalized Customization

- C2M
C2M
- 項目型製造
Project-based manufacturing
- 產品選配
Product configuration
.....

平台化設計 Platform-based Design

- 設計平台：CAX 集成雲
Design platform: CAX integrated cloud
- 產品協同：PLM 雲
Product collaboration: PLM cloud
- 數據平台：產品數據中心
Data platform: Product data center
- 應用平台：金蝶雲·蒼穹
Application platform: Kingdee Cloud Cosmic

網絡化協同 Networked Collaboration

- 產業互聯：跨行業平台
Industry interconnection: cross-industry platform
- 客戶互聯：全渠道營銷
Customer interconnection: omni-channel marketing
- 供應互聯：供應商協同
Supply interconnection: supplier collaboration
- 辦公協同：金蝶雲之家
Office collaboration: Kingdee Cloud Home

數字化管理 Digital Management

- 運營大腦：多艙合一
Operation brain: multi-cockpit integration
- 運營管理：三台合一
Operation management: three-platform integration
- 資源管控：預業財金
Resource control: budget, business, finance, and treasury
- 人力資源：全球用工
Human resources: global employment

服務化延伸 Service Extension

- 產品運維：MRO
Product operation and maintenance: MRO
- 資產運維：預測性維護
Asset operation and maintenance: predictive maintenance
- 供應鏈服務：金蝶效貸
Supply chain service: Kingdee Efficient Finance
- 數據服務：數據運營
Data service: data operation

智能化生產 Intelligent Production

- 智能配置：動態計劃
Intelligent configuration: dynamic planning
- 智能優化：算法驅動
Intelligent optimization: algorithm-driven
- 智能響應：智能調度
Intelligent responding: intelligent scheduling
- 智能執行：智能工廠
Intelligent executing: smart factory

金蝶星域工業互聯網平台雙碳解決方案概覽
Overview of the Double Carbon Solutions on the Kingdee Xingyu Industrial Internet Platform



金蝶雲·星空助力陶瓷生產企業「數治升級」

Kingdee Cloud Galaxy Facilitates Digital Governance Transformation for a Ceramic Manufacturer

案例 Case

福建省德化同鑫陶瓷有限公司（以下簡稱「同鑫陶瓷」）是一家陶瓷行業領軍企業，擁有約 40 畝生產基地，產品銷往世界 30 多個國家和地區。同鑫陶瓷在行業內率先引進自動化生產線，隨著企業產業鏈升級及業務的不斷擴張，定制化產品導致物料越來越多，生產數據急劇膨脹，從而對生產數據管理、計劃管理、採購與委外管理、庫存管理及成本核算、財務管理、銷售管理等業務環節提出更高要求。同鑫陶瓷需要讓現有數據在內部順暢流動起來，支撐業財一體化，為企業智能製造提供有力支撐。

Fujian Dehua Tongxin Ceramics Co., Ltd. (hereinafter referred to as "Tongxin Ceramics") holds a prominent position in the ceramics industry, boasting a production facility spanning approximately 40 mu and exporting its products to over 30 nations and regions globally. The company has been a pioneer in introducing automated production lines within its industry. As Tongxin Ceramics' industry chain underwent advancements and its business operations expanded, the manufacture of customized products resulted in a surge of materials and rapid proliferation of production data. Consequently, there was an elevated need for various business processes, including production data management, planning management, procurement and outsourcing management, inventory management, cost accounting, financial management, and sales management. To ensure seamless internal data flow, Tongxin Ceramics required a solution that could facilitate the integration of business and financial functions, ultimately supporting the company's intelligent manufacturing objectives.

我們的解決方案：

Our Solution:

金蝶雲·星空首先幫助同鑫陶瓷在生產、採購、質量管理、財務管理、業務管理等業務環節實現 100% 信息化管理覆蓋和拉通；其次，通過智能化生產解決方案為同鑫陶瓷生產製造提供強大的數字化驅動力，幫助其快速構建科學生產系統。

Kingdee Cloud Galaxy initially enabled Tongxin Ceramics to achieve comprehensive information management coverage and seamless integration across production, procurement, quality assurance, financial management, and overall business operations. Secondly, by leveraging an intelligent production solution, Kingdee Cloud Galaxy empowered Tongxin Ceramics with a robust digital impetus, enabling the rapid establishment of a scientifically sound production system.

在金蝶雲·星空項目實施服務的助推下，同鑫陶瓷解決了過往龐大業務數據的痛點問題，為管理層決策提供實時數據支撐，找到了業務價值的釋放路徑和數字化的應用場景。

Leveraging Kingdee Cloud Galaxy's project implementation services, Tongxin Ceramics addressed its previous challenges related to the management of vast business data. This integration provided real-time data support for strategic decision-making, unlocking new avenues for business value realization and digital application scenarios.

- 實現訂單準交率提升 95%；
- Enhanced on-time delivery rate of orders to 95%.
- 計劃排產方面，生產周期減少 5%；
- Optimized production scheduling, reducing the production cycle by 5%.
- 財務方面，報表輸出效率提升 200%。
- Boosted financial report output efficiency by 200%.

助力三農產業創新發展 Spurring Innovative Growth in Rural Sectors

中國作為一個農業大國，「三農」問題關係到經濟發展、社會穩定和國家富強。我們積極發揮在企業數字化轉型方面的經驗和技術，賦能三農產業實現數字化跨越式發展。報告期內，我們發佈《金蝶 & 欣農互聯智能農牧十大解決方案》，為農業發展提供全面數字化解決方案。截至報告期末，我們已為包括百瑞源、褚氏農業、唐人神在內的 10 餘家大中型農牧企業提供數字化轉型方案。

Given China's status as a prominent agricultural nation, the so-called "Three Rural" matters - pertaining to rural areas, agriculture, and farmers - are paramount for economic growth, societal stability, and national well-being. Leveraging our extensive experience and cutting-edge technology in digitalizing enterprises, we strive to catalyze a quantum leap in digitization for these rural sectors. Over the reporting period, we unveiled the *Kingdee & Xinnong Interconnected Smart Agriculture and Animal Husbandry Top Ten Solutions*, offering comprehensive digital solutions tailored for agricultural advancement. Till the end of the reporting period, we successfully implemented digital transformation solutions for over 10 notable agricultural and animal husbandry enterprises, including Bai Rui Yuan, Chu's Agriculture, and Tang Ren Shen.

三農數字化解決方案 Digital Solutions in Rural Sectors



1 數字鄉村 Digital countryside

2 育種種豬生產一體化 Integrated breeding and breeding pig production

3 飼料雲 Feed cloud

4 智慧牧場 Smart Ranch

5 屠宰加工 Slaughter and process

6 智慧禽業 Smart poultry industry

7 智慧漁業 Smart Fisheries

8 智慧種業 Smart Seed Industry

9

預制菜 Prefabricated dishes

10

營銷雲 Marketing cloud

一顆好枸杞的進階：探尋百瑞源的農業數字化變革之路

The Evolution of Premium Lycium Berries: A Deep Dive into the Agricultural Digital Transformation Journey of Bai Rui Yuan

案例 Case

百瑞源枸杞股份有限公司（以下簡稱「百瑞源」）自 2003 年成立以來，紮根寧夏，是一家集枸杞科技研發、基地種植、生產加工、市場營銷、文化旅遊「五位一體」的全產業鏈高新技術企業，被國家農業農村部授予「農業產業化國家重點龍頭企業」「國家枸杞加工技術研發專業中心」。隨著外部環境和企業自身的發展變化，百瑞源面臨線上線下會員數據信息不平衡，企業內部橫向數據孤島、縱向斷層等問題，嚴重掣肘百瑞源快速發展。

案例 Case

Since its inception in 2003, Bai Rui Yuan Lycium Berry Co., Ltd. (hereinafter referred to as "Bai Rui Yuan") has been firmly rooted in Ningxia. As a cutting-edge enterprise, it boasts a comprehensive industry chain encompassing scientific research and development, cultivation, production processing, marketing, and cultural tourism related to Lycium berries. The company has been recognized by the Ministry of Agriculture and Rural Affairs of China as a "National Key Leading Enterprise in Agricultural Industrialization" and a "National Professional Center for Lycium Berry Processing Technology Research and Development." However, with evolving external landscapes and the company's internal growth, Bai Rui Yuan encountered significant challenges. These included imbalances in member data information across online and offline channels, internal horizontal data silos, and vertical disconnects. These challenges posed significant obstacles to the company's rapid progress.

我們的解決方案：

Our Solution:

不懼信息繁雜，消除數據孤島。以數據中台為核心，實現內部數據（氣象、土壤養分、農戶數據等）、外部數據（消費者價值評估、服務、包裝、質量數據）等互通、共享和快速分析；客觀感知消費者年齡層、區域、消費偏好，更快更好的輔助企業管理者進行業務決策。

Unafraid of the complexity of information, we eliminated data islands. With a data middleware as the linchpin, we achieved the interconnection, sharing, and rapid analysis of internal data (such as weather, soil nutrients, farmer data) and external data (such as consumer value assessments, services, packaging, quality data). This objective perception of consumers' demographics, geographical locations, and preferences offered enterprise managers a superior lens for informed business decisions.

剋服「非標準」，創造「新標準」。讓數據從「秘密」變「資產」，開啓「可組裝」式數字化旅程，滿足從應用、技術、數據、生態等多個層面需求，采集、打通並追溯農業生產數據，快速生成分析報表，讓員工從原先海量單據中解放出來。

Overcome "non-standard" practices and establish "new standards": We transformed data from being mere "secrets" to valuable "assets". This led us on an "assemble-able" digital journey, catering to diverse needs across applications, technology, data, and the overall ecosystem. By collecting, consolidating, and tracing agricultural production data, we expeditiously generated analytical reports, liberating employees from the cumbersome task of managing extensive paperwork.

引流線上銷售，發掘用戶需求。將會員中台打通，實現線下門店與線上流量相互轉化，通過全面收集、分析各類客戶反饋數據，了解客戶對產品、服務、包裝、質量等的建議和期望，為經營決策提供實時數據支撐，夯實獲客力和口碑力。

Redirect online sales and unearth user needs. We integrated the member middleware, bridging the gap between offline stores and online traffic. Through comprehensive collection and analysis of diverse customer feedback data, we gained insights into customers' suggestions and expectations regarding products, services, packaging, quality, and beyond. This provided real-time data support for business decision-making, solidifying customer acquisition and reputation.



枸杞这个植物属于耐旱

03 以奮鬥者為本 長期堅持明心淨心

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

我们的理念：金蝶國際積極踐行「以奮鬥者為本，長期堅持明心淨心」人力資源管理哲學，招聘上採用「哲學第一，能力第二」的標準；培養「高績效、高成長、高心性」人才；績效管理方面秉持「目標祇是座標，一切為了勝利」的理念；完善激勵機制，因為「奮鬥最美，絕不虧待奮鬥者」；深化員工關懷，打造「一個金蝶，一個家」；讓員工更好地協同，做到「擰麻花，力出一孔」，最終實現高質量人才與公司共創共贏的良好生態。

Our philosophy: Adhering to the principles of "Strivers-oriented, Long-term Adherence to Pure and Visionary Mind", Kingdee integrates the philosophy into human resource management. In recruitment, we adopt the criterion of "philosophy comes first, competency comes second". We cultivate talents who are "high performance, high growth, high moral". In performance management, we adhere to the philosophy of "the target is just coordinates, everything for victory". We improve the incentive mechanism because "Go-getters are the most beautiful and will never be treated unfairly". We deepen employee care and create "Kingdee as a family" to enable better collaboration among employees, achieving "twist into a rope and make a concerted effort" and ultimately realizing a positive ecosystem where high-quality talents and the company create and win together.

我们的行动 Our Actions



保障員工權益

Employee rights and interests protection



多樣性與包容性

Diversity and inclusiveness



攜手員工共同成長

Growing together with employees



具有競爭力的薪酬和福利

Competitive compensation and benefits



貼心關懷員工

Caring for employees



工作生活平衡

Work-life balance



讓員工更好地協同

Better collaboration among employees

贡献 SDGs Contribution to SDGs



員工招聘

Recruitment

員工是企業發展的第一要素。金蝶國際認同並踐行「哲學第一，能力第二」的招聘哲學，堅持高績效、高成長、高心性的人才標準，恪守合規用工，持續完善招聘管理，為每個人提供平等的就業機會，吸引有志青年和專家型精英加入，為雲時代公司發展提供強有力的人才支撐。

Employees are the first element of enterprise development. Kingdee adheres to and implements the recruitment philosophy of "philosophy comes first, competency second", insists on the talent standards of high performance, high growth, and high character, strictly abides by legal regulations about labor compliance, continuously improves recruitment management, provides equal employment opportunities for everyone, attracts ambitious young people and expert elites to join, and provides strong talent support for the company's development in the cloud era.

平等僱傭

Equal Employment

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

We hold the utmost respect for the basic rights and interests of our employees, ensuring their protection and promotion. Our organization adheres strictly to laws and regulations, including the *Labor Law of the People's Republic of China* and the *Labor Contract Law*. We have formulated a comprehensive *Talent Recruitment Management Guidelines* applicable across the entire group. This system guarantees equal employment rights for all employees, eliminating any bias based on race, skin color, gender, age, or marital status in employment opportunities, career advancement, and compensation. We are committed to fostering a fair and equitable workplace where employees from diverse backgrounds are treated with respect and inclusive. In our recruitment process, we prioritize talents who align with and uphold the "Kingdee Core Values" and "Kingdee Philosophy" while meeting the requirements outlined in the *Kingdee Job Standards Model*. We value individual differences and accommodate a range of outstanding talents, implementing a diversified recruitment philosophy. Our ultimate goal is to create a talent team that is diverse, inclusive, and representative of the broadest range of perspectives and abilities, fostering a positive and dynamic work environment.

我們鼓勵發展女性領導力，《幹部管理條例》明確規定在幹部選拔中，堅持德才兼備，以德為先，績效與能力作為選拔條件。報告期內，公司管理層幹部女性占比達 30%。此外，我們分支機構及子公司根據當地政策，為殘障人士提供就業崗位，讓他們更好地融入社會。

We are committed to fostering the development of women's leadership within our organization. The *Regulations on the Administration of Cadres* explicitly outline our selection criteria for cadres, prioritizing moral integrity alongside professional ability. This principle ensures that we hire individuals who not only possess the necessary skills but also align with our organizational values. During the reporting period, the proportion of female management positions reached 30%, reflecting our commitment to gender diversity at the highest levels. In addition, Kingdee's branches and subsidiaries provide jobs to the disabled in accordance with local policies, in support of their career development.

金蝶「她」力量，初心不忘，匠心弘彰，信心綻放

The Power of "Her" in Kingdee - Unforgettable Original Intent, Distinguished Craftsmanship, and Blooming Confidence

案例 Case

2023年三八婦女節，金蝶積極分享員工崗位上傑出女性的故事，詮釋金蝶女性在SaaS行業研發、售前顧問、交付等崗位中的「她」力量，期望用榜樣的力量激勵科技行業女性突破性別刻板印象，勇敢追求事業和夢想，用女性獨特的智能和創造力，為行業發展做出更大的貢獻。

On International Women's Day 2023, Kingdee proudly showcased the accomplishments of its outstanding female employees across different positions, particularly highlighting their significant contributions in SaaS industry roles such as R&D, pre-sales consulting, and delivery etc. Kingdee aimed to inspire women in the technology industry to break through gender stereotypes, confidently pursue their professional aspiration, and utilize their unique talents and creativity to make more contributions to the industry's growth.

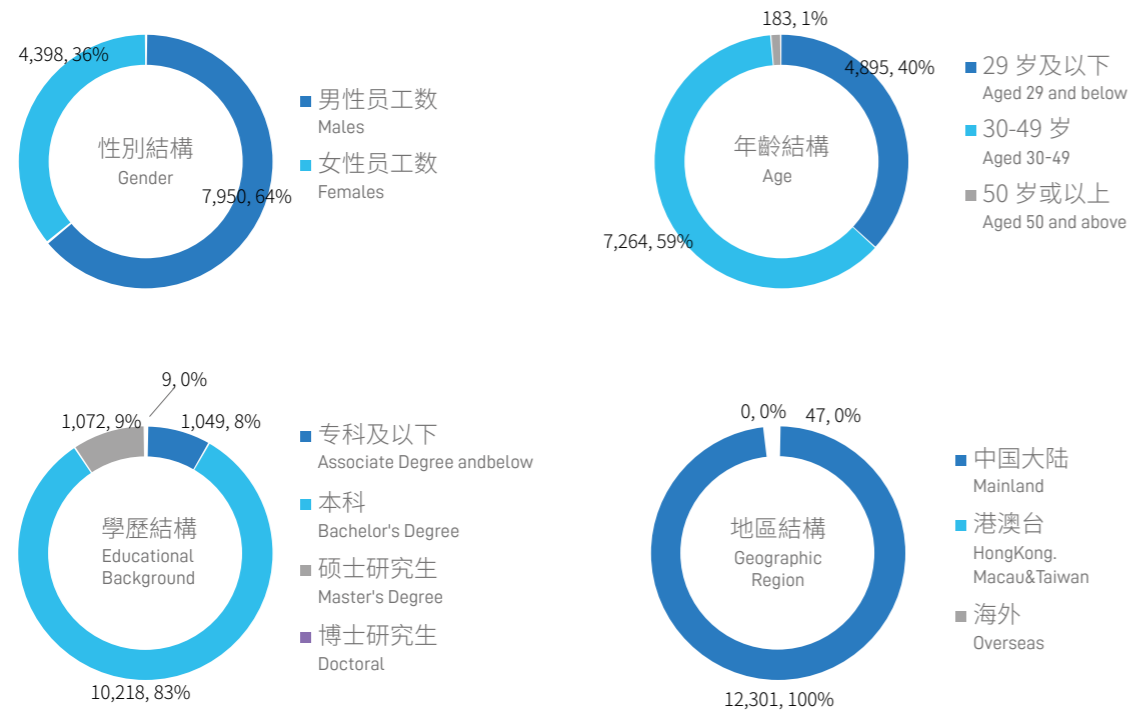


近五年來金蝶的女性員工人數不斷提升，在招聘、晉升、內部培養等方面注重性別平等，金蝶也一直致力於為女性職業發展提供更多的支持和鼓勵，為女性員工提供更加廣闊的職業發展空間和更多的機會。

Over the past five years, the number of female employees in Kingdee has been continuously increasing. The company has prioritized gender equality in all aspects of recruitment, promotion, and internal training. Furthermore, Kingdee is dedicated to providing comprehensive support and encouragement for women's career advancement, offering expanded career development pathways and additional opportunities for female colleagues to achieve their full potential.

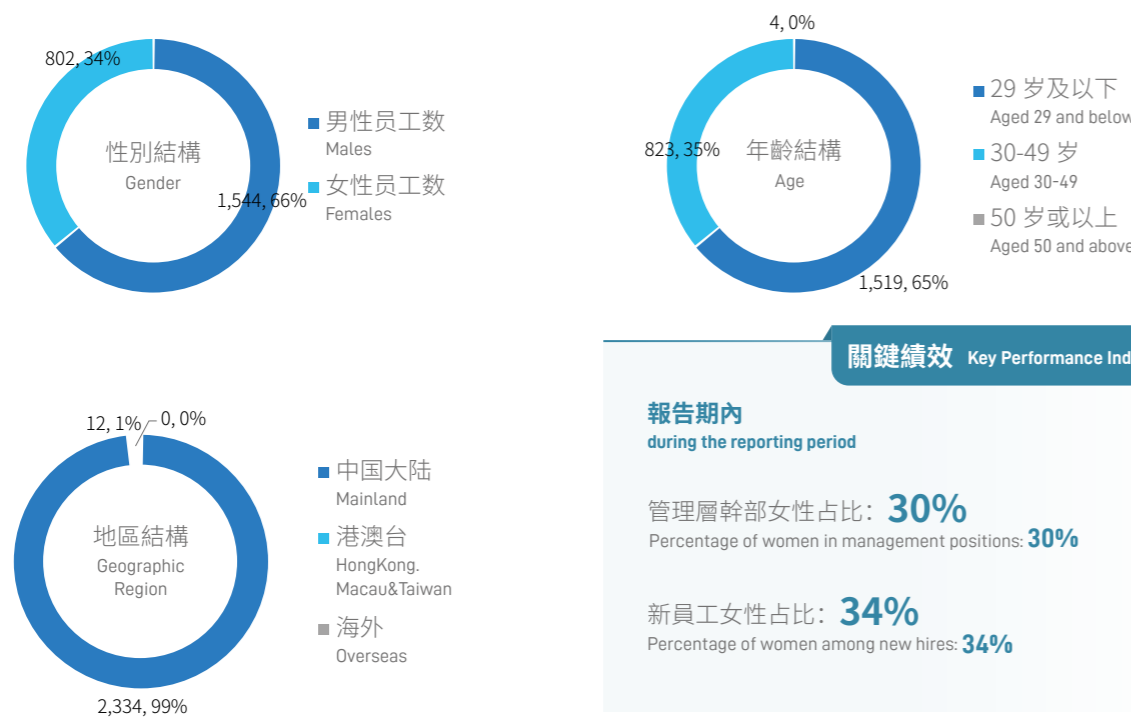
截至報告期末，員工僱傭詳情如下：

Details of staff employed as of the end of the reporting period:



報告期內，新入職員工詳情如下：

Details of new hires in 2023:



關鍵績效 Key Performance Indexes

報告期內
during the reporting period

管理層幹部女性占比: **30%**
Percentage of women in management positions: **30%**

新員工女性占比: **34%**
Percentage of women among new hires: **34%**

合規用工

Compliance Employment

我們嚴格遵循《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國未成年工保護法》《禁止使用童工規定》《女職工勞動保護特別規定》等法律法規和《金蝶集團人才招聘管理制度》《金蝶任職資格管理辦法》等內部人力資源管理制度，建立嚴格完善的招聘錄用流程，與全體員工簽訂符合法律標準的勞動合同，杜絕錄用童工及強制勞工，保障員工合法權益。同時，我們在招聘時與第三方合作對所有候選人開展背景調查，確保合規錄用。

完善招聘管理

Enhancing Recruitment Management

我們建立完善的招聘管理制度和招聘渠道，並持續完善。報告期內，我們進一步拓展招聘渠道和完善招聘管理制度及流程，把人才資源開發與管理放在優先位置。

拓展招聘渠道

Expanding Recruitment Channels

我們積極拓展招聘渠道，豐富招聘模式，在已有社會招聘的基礎上，堅持開展校園招聘，利用線上招聘、直播招聘、線下招聘會等方式觸達更多候選人。

報告期內，我們啟動 2024 屆校園招聘，累計開展 11 場大型校園招聘，吸引應屆生近兩萬餘人進入面試環節，在整體就業環境欠佳的情況下，為近 300 名優秀應屆畢業生提供就業機會。

完善管理制度

Improving Management Systems

在已有《金蝶集團人才招聘管理制度》下，我們每年根據招聘工作需求更新完善相關管理制度。報告期內，我們更新《面試官手冊》《面試官題庫》和《結構化面試評價表》優化面試流程，提升面試官的專業性，進而提高引進人才質量。

Kingdee strictly abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Minors*, *Regulations on the Prohibition of Child Labor*, and *Special Provisions on the Protection of Female Employees' Labor*, and other laws and regulations. A set of internal policies applicable to the Group have been defined, such as *Kingdee Group Talent Recruitment Management Regulations and Kingdee Job Qualification Standards Model*. To ensure a rigorous and comprehensive recruitment and employment process, we sign legally compliant labor contracts with all our employees. Following the principle of compliance employment, we clearly oppose forced labor in the onboarding requirements, eliminate any possibility of child labor and forced labor, and protect the legitimate rights and interests of employees. To strengthen compliance employment, Kingdee adopts nondiscriminatory background investigation as part of the recruitment process and engages background investigation agencies to help complete the compliance check of candidates.

Kingdee has established comprehensive recruitment management systems and diversified channels, which are continuously being optimized. During the reporting period, we have expanded our recruitment networks and refined our management systems and processes, emphasizing the development and stewardship of talent resources.

Kingdee recruited people by various channels such as campus recruitment, online recruitment, online job fairs in the form of live-streaming, offline recruitment to reach more candidates, in addition to existing social recruitment.

During the reporting period, we successfully staged the 2024 campus recruitment campaign, hosting 11 large-scale campus recruitment campaigns. These campaigns attracted nearly 20,000 fresh graduates, who entered the interview process. Despite the challenging employment environment, we were able to offer the job opportunities to around 300 outstanding fresh graduates.

In accordance with the prevailing *Kingdee Group Talent Recruitment Management Regulation*, we undertake an annual review and enhancement of our management systems, aligned with evolving recruitment needs. In 2023, we updated the *Interviewer Handbook*, *Interviewer Question Bank*, and the *Structured Interview Evaluation Form*, aiming to optimize the interview process, elevate the professional standards of our interviewers, and ultimately build a power of talents.

面試官手冊：指引面試官在面試過程中，熟練運用專業人才面試評估方法與工具，嚴把人才招聘質量關，引進一流人才。

Interviewer Handbook: This handbook serves as a comprehensive guide for interviewers, equipping them with professional talent evaluation methods and tools. It ensures the efficient and effective utilization of these techniques during the interview process, thereby maintaining the utmost quality standards in talent recruitment. Our ultimate goal is to identify and attract top-tier talent.

面試官題庫：協同我們總部各業務專家，結合《金蝶招聘哲學》《金蝶任職標準模型》及《金蝶招聘標準》，輸出各專業崗位核心經驗、貢獻、知識 / 技能、能力素質要求，最終輸出專業的面試題庫。

Interviewer Question Bank: Through collaboration with various business experts from our headquarters, we have integrated the *Kingdee Recruitment Philosophy*, *Kingdee Job Qualifications Model*, and *Kingdee Recruitment Standards* to define core requirements for various professional positions. These requirements encompass experience, contributions, knowledge/skills, and abilities. This meticulous approach has culminated in the creation of a professional interview question bank.

結構化面試評價表：根據招聘需求及任職標準模型幫助面試官準確評價候選人，評價維度包括：崗位定位、面試等級、職級、經驗、貢獻、能力、差距等。

Structured Interview Evaluation Form: The model for job requirements and job qualifications assists interviewers in accurately evaluating candidates, including evaluation dimensions such as job positioning, interview rating, job level, experience, contribution, ability, and gaps.

員工培養 Employee Development

金蝶國際致力於培養「高績效、高成長、高心性」的精英人才。我們秉持「長期堅持明心淨心」的員工培養理念，為員工打造多元系統的培養體系，搭建多軌職業發展路徑，建立完備的人才留存機制，為員工實現自我價值和拓展事業提供廣闊平台。

Kingdee is unwavering in its dedication to fostering elite talents who possess "high performance, high growth, high moral". Aligned with our employee training philosophy of "long-term adherence to pure and visionary mind", we have meticulously crafted a diverse and systematic training system tailored to the needs of our workforce. This framework encompasses multiple career development paths, fostering a comprehensive talent retention mechanism. Furthermore, we strive to provide an expansive platform where employees can realize their self-worth and achieve professional growth.

綜合的培養體系 Comprehensive Training System

我們以規章制度為支撐搭建多層次員工培養體系，通過線上線下培訓方式，聯合內部講師團隊和外部優秀培訓機構為員工提供包括新員工培訓、通用能力培訓、專業

A sound and rich training system is a cornerstone for Kingdee's talent cultivation and employee development. We have crafted a multi-tiered employee training framework, firmly rooted in regulations, encompassing a diverse array of courses, in terms of new employee induction, general competency enhancement, professional skill development, and leadership

能力培訓、領導力培訓等系列豐富課程。線上培訓方面，我們以線上學習管理平台——「金蝶雲課堂」作為強大的系統支撐，高效開展培訓課程、項目管理。此外，我們積極發展和激勵講師，打造專業的講師隊伍，聯合外部課程資源為員工培訓賦能。報告期內，為適應公司發展需求，我們依據公司最新職位模型，對《新員工入職導師制》《金蝶專業類課程開發管理辦法》《金蝶內部講師管理辦法》等核心員工培訓規章制度進行補充完善。

nurturing. Leveraging both online and offline training, we collaborate closely with internal trainer teams and reputable external training institutions to equip our workforce with the requisite skills and knowledge. For online training, we rely on our online learning management platform, Kingdee Cloud Classroom, which serves as a robust system for efficient course delivery and project management. Furthermore, we are committed to the continuous development and motivation of our trainers, cultivating a team of highly qualified trainers and leveraging external course resources to enhance employee training. During the reporting period, in alignment with the company's evolving needs, we have revised and enhanced key employee training regulations, such as the *New Employee Mentorship Program*, *Kingdee Professional Course Development Management Measures*, and *Kingdee Internal Trainer Management Measures*. These updates are based on the company's latest job model, ensuring that our training framework remains responsive and adaptive to the changing landscape.

報告期內，我們新增面授課程 43 門，組織面授培訓合計 149 場，累計時長 4,954 人天，綜合滿意度 4.83（滿分為 5 分）；新增在綫課程 1,204 門，「金蝶雲課堂」在綫學習時長累計 199,124 小時，綜合滿意度 4.99（滿分為 5 分）。

During the reporting period, we introduced 43 face-to-face courses, successfully organizing a grand total of 149 face-to-face training sessions, for a total of 4,954 person days and received an impressive overall satisfaction rating of 4.83 out of 5. 1,204 new online courses were developed. Employees have spent a total of 199,124 hours on online learning through Kingdee Cloud Classroom, with an overall satisfaction score of 4.99 out of 5.

截至報告期末，開展的員工培訓課程數據

Employee Training KPI (As of the end of the reporting period)

類別 Category	開展的項目 Projects	面授課程數 Number of Face-to-face Courses	在綫課程數 Number of Online Courses	適用範圍 Applicable Scope
領導力培訓 Leadership Training	<ul style="list-style-type: none"> · 新經理成長訓練營 · 領導力加速 · 管理幹部訓練營（營銷班） · 立志班 · 機構總經理特訓營 · New Manager Growth Training Camp · Leadership Acceleration Program · Management Cadre Training Camp (Marketing Class) · Aspiration Class · Agency General Manager Special Training Camp 	101	87	管理者及後備 Managers and reserves
專業能力培訓 Professional Capability Training	<ul style="list-style-type: none"> · 專業必修課輪訓 · Professional Compulsory Course Rotation Training 	64（商學院運營部分） 64(Business College Operations)	2,099	全員 All employees

類別 Category	開展的項目 Projects	面授課程數 Number of Face-to-face Courses	在綫課程數 Number of Online Courses	適用範圍 Applicable Scope
通用能力培訓 General Capability Training	<ul style="list-style-type: none"> 通用素養項目 面試官項目 講師賦能項目 General Literacy Program Interviewer Development Program Trainer Empowerment Program 	8	481	全員 All employees
新員工培訓 New Employee Training	<ul style="list-style-type: none"> 純金人才成長訓練營 純金人才回歸 新員工成長訓練營 Golden Talent Growth Training Camp Golden Talent Reintegration Program New Employee Growth Training Camp 	23 (商學院運營部分) 23(Business College Operations)	114	新員工 New employees

類別 Category	2023 新增課程 New Courses in 2023	價值與意義 Value and Significance
新員工類 New Employee	認識流程、了解流程、遵守流程 Understanding and adherence to Processes and Requirements	讓新員工了解公司的流程體系和要求，建立流程意識，並能夠通過流程快速了解本崗位的職責任務，快速開展工作。 To expedite the onboarding process, the courses aim to equip new hires with a comprehensive understanding of the company's process system and requirements. This enables them to cultivate a strong sense of process awareness, quickly grasp the responsibilities and tasks associated with their respective positions, and seamlessly transition into their roles, thereby enabling them to commence work efficiently.

報告期內，部分新增優質線上 / 面授培訓課程

Newly High-Quality Online and Face-To-Face Training Courses in 2023

類別 Category	2023 新增課程 New Courses in 2023	價值與意義 Value and Significance
領導力類 Leadership	<ul style="list-style-type: none"> 開啟領導力之門、超效溝通 致勝表達、任務規劃與執行 效率決策、活化變革 建立超卓團隊、卓越輔導 巔峰績效對話 Opening the Door to Leadership, Effective Communication Winning Expressions, Task Planning and Execution Efficient Decision-Making, Activating Change Building Exceptional Teams, Excellent Coaching Peak Performance Dialogue 	<p>依託金蝶雲課堂，向所有員工開發和推廣，支持所有員工學習和提升個人管理能力；課程內容嚴謹，案例貼合實際且豐富多樣，形式活潑。</p> <p>Leveraging the Kingdee Cloud Classroom to develop and promote to all employees, supporting their learning and personal management skill enhancement; Rigorous course content, practical and diverse case studies in lively format.</p>
專業類 Profession	<p>客戶服務基本溝通技巧、客戶拜訪等 33 門與職位職級綁定的公司級精品專業必修課</p> <p>33 company-level professional compulsory courses, including basic communication skills for customer service, client visits, and other topics tied to job levels.</p>	<p>由公司商學院協助業務專家團隊共同研討輸出，內容嚴謹、邏輯清晰、案例豐富、學練結合、貼合業務，為員工職業成長提供有效支撐。</p> <p>The courses were crafted through collaborative research and deliberations between the company's business school and a distinguished team of industry experts. These courses exhibit rigorous content, logical coherence, abundant case studies, and a harmonious blend of theoretical learning and practical application. They are closely aligned with business operations, thereby offering employees robust support for their professional development.</p>

2023 屆純金人才成長訓練營項目如期舉辦

Successful Implementation of the 2023 Golden Talent Growth Training Camp

案例 Case

報告期內，我們依據 7-2-1 法則，設計高效課堂培訓 + 導師 / 主管輔導 + 在崗學習方案，基於金蝶任職標準模型對人才發展的要求設計課程內容，繼續針對新員工開展「純金人才成長訓練營」項目。本次培訓時長共 8 天，培訓覆蓋人數達 229 人，培訓綜合滿意度 4.92 分（滿分為 5 分）。同時，我們根據《新員工入職導師制》，為本屆新員工新建導師管理信息化流程，將導師管理制度和能力固化在系統中，實現導師資質管理、導師選定、導師輔導過程、導師評價與激勵等流程全面信息化，大大提升效率。

During the reporting period, we implemented an efficient classroom training+mentor/supervisor guidance+on-the-job learning plan adhering to the 7-2-1 rule. The course content was tailored to align with the Kingdee competency model for talent development. Specifically, we conducted the "Golden Talent Growth Training Camp" program, exclusively targeted at new hires. This intensive 8-day training session covered a total of 229 participants and achieved an overall satisfaction rating of 4.92 out of 5. To further enhance the training experience, we introduced a new mentor management information process in alignment with the *New Employee Mentorship Measure*. This innovative approach automated various mentor-related processes, including qualification management, selection criteria, guidance procedures, evaluation metrics, and incentive systems.

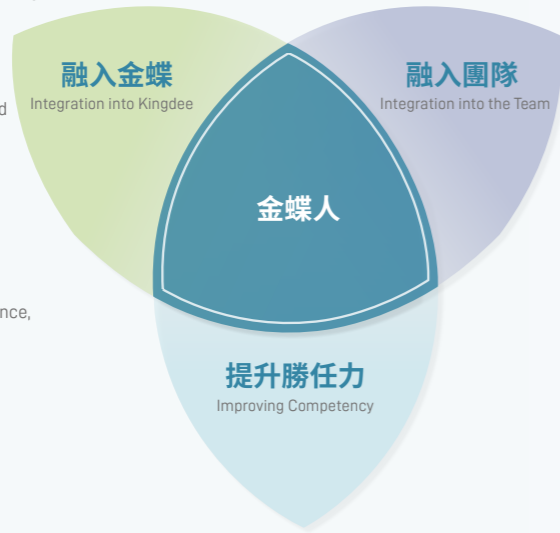


- **金蝶文化和價值觀：**金蝶歷史 & 文化、金蝶哲學 4.0、金蝶紀律處分條例、素質拓展
- Kingdee history & culture, Kingdee philosophy 4.0, Kingdee disciplinary regulations, quality development

- **戰略：**公司戰略規劃
- Strategy: Company strategic planning

- **業務：**公司業務與產品
- Business: Company business and products

- **制度：**人力、財務、績效管理等
- Systems: Human Resources, finance, performance management, etc.



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

- Through mentor meetings and supervisor communications: understand the responsibilities of your department and key work connections; understand the job role, key responsibilities, and independent contribution requirements

- 傑出創新標杆、優秀純金分享 (談貢獻、談成長、談發展)，榜樣引領

- Outstanding innovation benchmarks, excellent Gold Talent sharing (contributions, growth, and development), role model leadership

- 任職標準模型的知識、技能和素質要求
- Knowledge, skills, and competency requirements of the competency standard model

2023 年純金人才成長訓練營方案 2023 Golden Talent Growth Training Camp

關鍵績效 Key Performance Indexes

報告期內 During the reporting period

新增認證講師：**122** 位
Newly Certified Lecturer: **122**

開設講師課程：**2** 門
Lecturer Courses Offered: **2**

賦能講師：**39** 位
Empowered Lecturer: **39**

專業人才培養 Professional Talent Development

一支高素質、專業化的人才隊伍對於企業發展至關重要。我們高度重視專業人才的培養，積極開發專業類課程，提供上崗培訓並支持員工進行專業技能資格認證，確保員工具備與崗位相匹配的專業知識和技能；我們鼓勵員工開展專業知識分享，激發員工潛力和創造力，致力於打造形成具有濃厚學習氛圍的學習型企業。

A sound and rich training system is a cornerstone for Kingdee's talent cultivation and employee development. We prioritize professional talent development by consistently investing in developing tailored professional courses, training programs, and supporting our workforce in obtaining professional skill qualifications. This ensures that our employees possess the necessary expertise and competencies aligned with their respective job roles. Furthermore, we foster a culture of knowledge sharing, encouraging employees to leverage their professional expertise. This approach not only stimulates personal growth and creativity but also contributes to the establishment of a learning-oriented enterprise.

課程培訓 Training Courses

報告期內，金蝶雲課堂新增的 1,204 門課程中，含 916 門專業類課程和跟職位職級綁定的專業必修課程 33 門，支撐員工專業能力持續成長。其中，33 門與職位職級綁定的公司級精品專業必修課，由內部培訓管理團隊與業務專家團隊依據《金蝶專業類課程開發管理辦法》共同研討輸出，聚焦 10 大關鍵職位，內容嚴謹、邏輯清晰、案例豐富、學練結合、貼合業務。除線上課程外，報告期內，我們共組織 10 場與職位職級綁定的專業必修面授課程輪訓，覆蓋 310 名員工。

In 2023, Kingdee Cloud Classroom expanded its course offering with the addition of 1,204 new courses. These included 916 professional courses and 33 professional compulsory courses tied to job levels, designed to foster the professional development of our employees. A noteworthy accomplishment was the joint development of 33 company-level professional compulsory courses by the internal training management team and business experts. These courses, grounded in the *Kingdee Professional Course Development Management Measures*, targeted 10 key positions and were crafted to offer rich content, logical frameworks, real-world case studies, and are aligning with our business operations. We organized 10 rounds of job-related face-to-face professional mandatory training sessions in 2023. These sessions covered 310 employees, providing them with an opportunity to deepen their understanding and application of professional knowledge.

職業資格認證 Professional Qualification Certification

外部認證支持。我們為全體正式員工提供外出學習、專業技能拓展、專業技能資格認證的費用支持。在公司任職標準模型中要求的資格認證（含續費）和經公司管理者或員工上級認可為工作必修的學習或認證（含續費），都可以申請全額費用補貼。各部門需在年初制定培訓預算，用於支撐本部門員工的學習成長。報告期內，我們發起（Certified Management Accountant，美國註冊管理會計師）認證，支持 46 位員工成功續費。

External Certification Support: Kingdee attaches importance to the diversified development of its employees and provides financial support for employees' study trips, professional skills development and professional skills certification, covering both qualifications that are mandatory within our company's competency model (including certificate renewal) and those deemed necessary by company managers or employees' supervisors for effective job performance (including certificate renewal). Departments are encouraged to formulate annual training budgets, ensuring that employees have the resources they need for continuous learning and personal growth. In 2023, 46 employees received their Certified Management Accountant (CMA) certificates through this support program.

內部認證與培訓。我們為全體正式員工和生態夥伴員工提供公司內部開發的五類能力（實施顧問、應用開發、技術支持、應用支持、交付管理）認證證書支持，其中對公司員工免費認證。如我們面向服務族交付類、客戶成功類顧問開展能力認證培訓，應用於持證上崗及持證晉級場景。截至報告末，累計發放證書 1,939 人。我們還為員工提供相關的崗位培訓活動，如上崗培訓，報告期內共開班 12 期，培訓員工 514 人；面向公司正式員工和生態夥伴員工開展 9 期客戶經營崗培訓專項，公司員工培訓人數總計 912 人。

Internal Certification and Training: We offer comprehensive certification support for five distinct categories of abilities: implementation consultants, application development, technical support, application support and delivery management, applicable to both our full-time employees and ecological partners. Notably, certification expenses for Kingdee's employees are fully reimbursed. For instance, we conduct certification training specific to service delivery and customer success consultants. This training is highly relevant in scenarios such as on-the-job training and career development. During the reporting period, we have issued a total of 1,939 certificates, reflecting our commitment to professional development and skill enhancement. We also prioritize job-related training activities, including 12 orientation training events benefiting 514 employees and 9 customer management training programs for our full-time employees and ecological partners covering 912 employees.

建設員工內部學習分享平台 Internal Learning and Sharing Platform

我們秉持「人人皆極客」的理念，鼓勵員工開放分享、教學共長，持續運營以學習、分享崗位專業知識為中心的「極客論道」論壇。每週通過「雲之家」公眾號推送活動通知，採用線上線下相結合的方式，鼓勵全國員工自由報名參加。報告期內，我們組織面向全體的極客論道共計 74 場，參與者近 3,800 人次。

Guided by the principle that "everyone is a geek", we have established an internal learning and sharing platform for our employees. This platform, titled "Geek Talk" serves as a hub for open knowledge sharing and collaborative learning. We encourage employees to actively participate, contribute their expertise, and share openly with each other. To promote engagement and participation, weekly activity notifications are disseminated through the "Cloud Home" public account. This integrated approach, combining both online and offline methods, aims to engage employees across the country, facilitating seamless registration and participation. In 2023, we successfully organized 74 Geek Talk sessions covering nearly 3,800 participants.

關鍵績效 Key Performance Indexes

報告期內

During the reporting period

新增專業類線上課程：**916** 門

New online professional training courses: **916** courses

新增與職位職級綁定的專業必修在綫課程：**33** 門

New professional compulsory online courses tied to job levels: **33** courses

上崗培訓人數：**514** 人

Number of employees receiving orientation training: **514**

「極客論道」累計開辦 **74** 場，參與者近 **3,800** 人次

74 "Geek Talk" sessions were organized, with around **3,800** participants

與職位職級綁定的專業必修面授課程：開辦場次 **10** 場，覆蓋員工 **310** 名

Professional compulsory face-to-face courses tied to job levels: **10** sessions, covering **310** employees

支持 CMA（美國註冊管理會計師）認證員工人數：**46** 位

Number of employees for CMA (Certified Management Accountant) certification supported: **46**

客戶經營崗培訓專項培訓員工人數：**912** 人

Number of employees receiving special training for customer management positions: **912**

領導力培養

Leadership Training

領導力培養是企業多層次培養體系的關鍵環節。我們建立完善的領導力培養體系，覆蓋從新任經理人到新任和待提升機構總經理的幹部培養工作，持續選拔高績效、高成長、高心性的高潛人才進入幹部梯隊，有效推動新任幹部實現角色轉變與管理能力勝任。我們定期對員工領導力開展年度評價，為公司關鍵崗位領導力評估和領導力培育項目開發提供支持。報告期內，我們開展領導力 360 度評價項目，覆蓋高級經理人及後備，包括營銷業務、產品研發、職能服務，涉及被評估人數 216 人。

Leadership training is a pivotal component of an enterprise's multi-tiered training architecture. We have established a robust leadership development framework that encompasses the training of cadres ranging from fresh managers to emerging and high-potential general managers. This framework continuously identifies and selects high-potential talents with exemplary performance, exceptional growth potential, and ambitious aspirations to integrate them into the cadre hierarchy. This approach effectively facilitates the transition of new cadres into their respective roles and enhances their management capabilities. To ensure the effectiveness of our leadership training programs, we conduct annual leadership assessments of our employees. These assessments provide valuable insights for evaluating the leadership qualities of key positions and guide the development of targeted leadership training initiatives. In 2023, we implemented a comprehensive 360-degree leadership evaluation project. This project encompassed senior managers and backup cadres across multiple domains, including marketing, product research and development, and functional services. A total of 216 individuals underwent this rigorous evaluation process.

領導力培訓——2023 年管理幹部訓練營（研發）第 17 期 Leadership Training - 2023 Management Cadre Training Camp (R&D) Session 17

案例 Case

報告期內，我們開辦第 17 期管理幹部訓練營（研發），依據產品經理的任職標準模型和產品總經理成長路徑，為高潛後備人才補充 / 培養必備的知識 / 技能；以產品總經理發展路徑為牽引，提供相關歷練機會，讓高潛後備人才在實際工作中積累經驗、提升能力，從而加速其成長與發展成為產品總監的高潛後備人才（分為遠期後備和近期後備）。

In 2023, we successfully conducted the 17th Management Cadre Training Camp (R&D), tailored to address the unique needs of high-potential talent in Kingdee. Aligned with the job standard model for product managers and the growth trajectory of product general managers, this training initiative aimed to enhance and expand upon the essential knowledge and skills of our emerging leaders. Guided by the established development path for product general managers, participants were offered practical opportunities to gain real-world experience and refine their abilities, facilitating their accelerated growth into viable backup candidates for product director roles. These talent reserves were categorized as both long-term and short-term based on their readiness and potential.

案例 Case

具體項目方案上，我們根據產品經理後備培養關鍵點、目標學員上級需求分析及往期培訓回顧，設計出「需求管理與產品規劃、市場洞察、流程與項目管理、業務專業知識及個人管理技能」五大培訓版塊。本次培訓時長共計 5 天，覆蓋培訓人數 21 人，培訓綜合滿意度 4.85 分（滿分為 5 分）。

In terms of the specific project plan, we designed five major training modules: Demand Management and Product Planning, Market Insight, Process and Project Management, Business Expertise and Personal Management Skills. These modules were based on key points for cultivating product manager backups, an analysis of the needs of the superiors, and a review of previous training sessions. The total duration of this training was 5 days, covering 21 participants, and achieving an overall training satisfaction rating of 4.85 out of 5.



2023 年管理幹部訓練營（研發）第 17 期
2023 Management Cadre Training Camp (R&D) Session 17

引入的外部課程資源 External Course Introduced	使用項目 / 場景 Applications/Scenarios	價值 Value
酷領導新晉管理者領導力系列在綫課程 Cool Leadership Series for New Managers	在綫學習，全員推廣 Online Learning, All Staff	依託金蝶雲課堂，向所有員工開發和推廣，支持所有員工學習和提升個人管理能力。 Leveraging Kingdee Cloud Classroom, we have designed and promoted comprehensive training programs tailored to meet the personal management development needs of all the employees.
管理的四個魔法球 The Four Magic Balls of Management	管理幹部訓練營 Management Cadre Training Camp	引導學員對工作中的情境進行反思，得出最優管理方案，並沉澱出相應的團隊管理工具，以便促進行為優化落地。 Guide learners to reflect on work scenarios, summarize optimal management solutions, and consolidate corresponding team management tools to facilitate behavioral optimization and implementation.
登上成功管理的舞台 Stepping onto the Stage of Successful Management	管理幹部訓練營 Management Cadre Training Camp	深度認識自己，學會領導不同風格的人並與之相處；做好管理角色轉換，學會輔導、溝通、授權、激勵的技巧。 Gain a profound understanding of oneself, learn to lead and interact with people of different styles; transition well into a management role, and master the skills of coaching, communication, delegation, and motivation.
教練領導力 Coaching Leadership	大項目經理黃埔訓練營 Key Project Manager Huangpu Training Camp	理解管理者的主要角色、職責和挑戰；理解教練的含義、原則和最佳時機；掌握教練的關鍵步驟和基本技能。 Understand the primary roles, responsibilities, and challenges of a manager; comprehend the meaning, principles, and optimal timing of coaching; grasp the key steps and basic skills of coaching.

關鍵績效 Key Performance Indexes

報告期內

During the reporting period

引入外部課程資源：4 項

External Course Introduced: 4

領導力 360 度評估項目被評估人數：216 人

Number of Participants in the Leadership 360-Degree Assessment Project: 216

與外部機構聯合培養 Joint Training Programs with External Institutions

除內部培訓項目外，我們積極引進優質的外部課程資源，與外部專家合作，賦能領導力培訓。報告期內，我們共引進 4 項外部課程資源，與公司培訓課程及在綫平台進行有機融合，均獲得員工積極反饋。

Kingdee joined hands with external training institutions to create tailor-made training courses for management and employees to improve their professional skills. In 2023, we seamlessly integrated four external course resources into our comprehensive training curriculum and online platform, receiving overwhelmingly positive feedback from our employees.

學習管理平台

Learning Management Platform

「金蝶雲課堂」作為我們培訓體系強有力的系統支撐工具，是全體員工自驅動線上學習及培訓課程集成管理一體化學習管理平台。報告期內，配合公司戰略和業務需求，我們對「金蝶雲課堂」的平台功能及課程資源進行優化。

平台功能迭代優化。針對 2022 年推出的「千人千面」員工首頁「學習地圖」進行優化，實現學習數據與新員工轉正、職級晉升的即時關聯；開發新版面授培訓班管理功能，將培訓班與講師 / 課程庫打通，培訓班從講師 / 課程庫中調取資源，並將培訓數據反饋到講師 / 課程庫；拉通 PRM（夥伴關係管理）系統與金蝶雲課堂對接，解決生態夥伴登錄失敗和報錯頻繁的問題，提升生態夥伴學習體驗。

積極開發課程資源。報告期內，平台新上傳在綫課程 1,204 門，其中 90% 以上為業務部門自建專業課程，確保滿足員工學習需求，幫助大家應對各種業務場景；其中 33 門為與職位職級綁定的公司級精品專業必修課，為員工職業成長提供有效支撐；此外，從外部採購 9 個系列（41 個微課）領導力課程，支持所有員工學習和提升個人管理能力。

Kingdee Cloud Classroom, as an online training platform for self-driven learning of employees, provides rich learning resources to reach every employee and enhance their learning experience. In alignment with the company's strategic objectives and evolving business needs, we optimized the platform's features and course resources during the reporting period. This optimization ensures that Kingdee Cloud Classroom remains a cutting-edge solution for workforce development and continuous learning.

Platform Function Iteration and Optimization. We optimized the "personalized learning map" and launched highly individualized interfaces on the home page of Kingdee Cloud Classroom in 2022, realizing real-time correlation between learning data and new employee probation completion, as well as job level promotions. We developed a new version of the face-to-face training class management function, integrating training classes with lecturers/course libraries. Training classes now draw resources from the lecturers/course libraries and feed back training data to them. Additionally, we integrated the PRM (Partner Relationship Management) system with Kingdee Cloud Classroom, addressing issues of failed logins and frequent errors for ecological partners, thereby enhancing their learning experience.

Active Development of New Course. During the reporting period, we uploaded 1,204 new online courses to the platform, over 90% of which were professionally built by business departments to ensure satisfaction of employees' learning needs and support them in various business scenarios. Among these, 33 were company-level, tied to job levels, professional compulsory courses, providing effective support for employees' career growth. Furthermore, we purchased 9 series of (41 micro-courses) leadership courses from external sources, supporting all employees in learning and enhancing their personal management capabilities.

關鍵績效 Key Performance Indexes

報告期內

During the reporting period

新增線上課程：**1,204** 門

New Online Courses Added: **1,204**

新增外部採購領導力課程：**9** 個系列 (**41** 個微課)

New Externally Purchased Leadership Courses: **9** series (**41** micro-courses)

講師培養機制

Lecturer Training

專業是員工的立足之本。為鼓勵員工將知識、技能和經驗進行總結、分享和傳承，我們建立內部講師培養體系，制定《金蝶講師管理辦法》，發展和激勵講師，致力於打造專業的講師隊伍。報告期內，我們依據《金蝶講師管理辦法》，新增認證 122 位講師，其中 46 位初級講師，8 位中級講師，68 位特邀講師。同時，我們開設面向初級講師的《能上課——講師呈現技巧》和面向中級講師的《上好課——完美授課技巧》課程，幫助 39 位講師提升授課技巧以更好地傳遞知識和技能。

Professional growth serves as the cornerstone for employee development. To foster a culture of knowledge sharing, skill enhancement, and experience inheritance, we have implemented an internal lecturers training system. This system is guided by the *Kingdee Management Measures for Lecturers*, which aims to cultivate and motivate lecturers, ultimately cultivating a number of highly professional lecturers. During the reporting period, adhering to the principles outlined in the *Kingdee Management Measures for Lecturers*, we certified 122 new lecturers, including 46 junior-level lecturers and 8 intermediate-level lecturers and 68 invited lecturers. Furthermore, we conducted specialized courses such as *Junior lecturers Pedagogical Skills Enhancement* and *Intermediate Lecturers Pedagogical Mastery* to empower 39 lecturers with refined teaching abilities, enabling them to share knowledge and skills more effectively.

2023 屆教師節活動

2023 Kingdee Teacher's Day Celebration

案例 Case

2023 年 9 月 10 日，我們向所有金蝶講師致敬，舉辦「初心·匠心·信心」教師節 Beer bust 活動，70 餘位金蝶講師現場參與交流，舉杯同慶，共聚一堂，見證優秀講師頒獎儀式，分享各自在講師領域的初心和成長歷程。

On September 10, 2023, we organized a prestigious Teacher's Day event titled "Original Intention · Craftsmanship · Confidence" beer bust. This event was dedicated to honoring the lecturers of Kingdee. Over 70 dedicated Kingdee lecturers attended the event to toast their shared passions, original intentions, and journeys of growth in the realm of education. The occasion doubled as a recognition ceremony, where we feted our outstanding lecturers for their relentless dedication and invaluable contributions.

多軌道的職業發展路徑

Multiple Career Development Paths

我們為員工提供多軌道的職業發展路徑並確保員工貢獻與職級匹配。報告期內，《金蝶任職標準模型》進一步升級，我們強化了以責任貢獻為導向的評價體系，提升高級及以上職級晉升績效門檻要求，申報機會向持續優者傾斜，鼓勵持續高績效員工晉級。

Kingdee respects the personality of employees, provides them with rotation opportunities and multiple career paths and ensures that their contributions are aligned with their job levels. In 2023, the *Kingdee Job Qualification Model* was further upgraded, and we strengthened the evaluation system oriented towards responsibility and contribution, raising the performance threshold requirements for promotions to senior and above job levels, tilting the opportunities towards employees with consistent excellent performance, and encouraging employees with sustained high performance to advance.

職業發展路徑

Career Development Paths

我們建立了管理與專業雙通道，員工和幹部可以通過橫向與縱向流動實現職業發展，全體員工和幹部均為專業職位和專業職級，幹部所任職的崗位有管理職級，即幹部有專業和管理雙標籤，員工均為專業標籤。

Kingdee provides employees with "management + expertise" dual career paths and encourages employees and cadres to pursue horizontal and vertical development. All employees and cadres hold professional positions and ranks, and cadres have both professional and management labels, while employees have only professional labels.

專業通道的員工可在本職位內通過積累成果和貢獻，參加職級認證獲得更高職級，實現縱向晉升；也可通過崗位輪換，轉換職位序列、職位族、職位橫向的方向，橫向流動，到更貼近客戶的場景中或拓展自己的職業半徑，擴大業務廣度實現橫向職業發展。

有管理通道發展意願且有管理潛力的員工可通過進入後備人才池，參加幹部競聘成為幹部，實現從專業通道轉換到管理通道發展；同時幹部免任後，自動進入專業通道發展。

內部人才市場建設 Kingdee Rotation Management

我們尊重員工個性發展，制定《金蝶輪崗管理辦法》，為績優員工提供內部輪崗機制，拓寬員工的職業發展半徑，培養複合型人才，激發人才的創新活力。

我們鼓勵員工通過輪崗體驗、熟悉不同崗位工作內容，提升員工個人綜合能力。尤其重點鼓勵員工從研發到一線輪崗、從中後台到一線輪崗、去艱苦地區輪崗、跨職能輪崗等。員工可通過輪崗實現跨序列、跨職位、跨地域的橫向流動發展。

Kingdee encourages and supports rotation, allowing employees to experience and understand different jobs and develop versatility. In particular, we encourage employees to rotate from R&D to the front-line, from middle and back-office to the front-line, to areas with harsh conditions and cross-functional jobs. Employees can achieve horizontal mobility development across sequences, positions, and regions through job rotation.

晉升結果申訴流程 Appeal Mechanism for Promotion Outcomes

我們為員工提供晉升結果申訴渠道，如員工對職級認證結果有異議，可填寫申訴表並提供補充舉證資料向所在組織 HR 提起申訴，HR 根據申訴受理規則確定是否受理，受理後 HR 提請原評審團隊進行背對背覆議評審，覆議結果為員工最終評價結果。

Employees on the professional track can achieve vertical promotions by accumulating achievements and contributions within their positions, participating in rank certification to obtain higher ranks. They can also rotate through different job positions, cross-functional jobs, and sequences to horizontally move to scenarios that are closer to customers or expand their career horizons and business scope to achieve horizontal career development.

Employees who have a desire to develop in the management channel and have management potential can enter the talent pool, participate in cadre competition to become cadres, and transition from the professional channel to the management channel for development. At the same time, after being relieved of their duties, cadres will automatically enter the professional channel for development.

By formulating and refining *Kingdee Rotation Management Measure*, Kingdee offers rotation opportunities to outstanding performers. This initiative is designed to expand the horizons of employees' career paths, foster a pool of versatile talents, and ignite the creative spark within our workforce.

關鍵績效 Key Performance Indexes

報告期內 During the reporting period

內部員工所填補的空缺職位的百分比：**36.2%**

Percentage of vacant positions filled by internal employees: **36.2%**

To ensure fairness and transparency in promotion outcomes, we offer employees an appeal channel. If an employee disagrees with the results of their job level certification, they may submit an appeal form along with supportive evidence to their respective HR department. The HR department will review the appeal based on established appeal handling guidelines and procedures. If the appeal is deemed valid, the case will be referred to the original review team for a blind re-evaluation. The decision reached by the review team will be considered final.

人才盤點與儲備

Talent Inventory and Reserve

我們通過信息化人才盤點建立公司人才資源池，通過人才資源池的梯隊管理形成公司不同職級人才儲備。

人才盤點。定期面向所有員工（包含在編和外包員工）開展人才盤點工作。報告期內，完成人才盤點信息化項目，實現線上人才盤點及規劃。基於人才盤點結果，為員工打上產品線、業務領域、行業和客戶規模的標籤，為基於產品線業績核算提供數據支撐；通過人才盤點規劃了 5,000+ 人進入到年度職級晉升計劃中，2,000+ 人進入到後備人才池，構建幹部後備梯隊，通過信息化的方式使人才盤點效率提升 50%。

後備人才梯隊。基於人才盤點結果建立後備幹部人才池，後續培養過程中會開展專項培養計劃，識別出高潛人才。每年從中選拔進行繼續培養，為公司輸送管理人才，建立人才梯隊。

To effectively manage and cultivate talent, we have established a comprehensive talent pool through an information-based talent inventory. This approach enables tiered management of talent across different job levels within the company.

Talent Inventory. We conduct periodic talent inventories for all employees, covering employees, and outsourced employees. In 2023, we implemented an innovative IT-driven talent inventory project, facilitating online talent mapping and planning capabilities. Leveraging the outcomes of this inventory, employees are categorized based on product lines, business areas, industries, and customer scales, thus providing critical data for performance accounting across different product lines. Consequently, over 5,000 individuals are now eligible for annual promotion opportunities, while more than 2,000 talents have been integrated into our reserve cadre team. The implementation of informationization has led to a 50% increase in the efficiency of our talent inventory process.

Talent Reserve. Drawing upon the outcomes of the talent inventory, we establish a talent pool tailored for strategic positions. We implement tailored training plans designed to nurture talents where they undergo extensive development and high-potential talents are recognized. Each year, talents will be selected from the pool for further training to provide the company with management talents and establish a talent pipeline.

員工績效 Employee Performance

金蝶國際秉持「目標不是目的，是奮鬥路上的座標指引，一切為了勝利」的理念，建立業務和財務度量標準，構建組織和個人的共同目標，強調與職位職級對應的獨立貢獻，牽引價值創造。

Kingdee adheres to the concept of "the target is just coordinates, everything for victory". In line with this principle, we establish rigorous business and financial metrics, fostering a shared goals between the Company and its employees. We emphasize the significance of independent career contribution aligned with positions and ranks, as a means to effectively drive value creation.

薪酬管理

Remuneration Management

我們定期通過第三方機構進行外部市場薪酬調研，進行區域、行業、同崗位薪酬精準對標，並以此作為薪酬調整的依據，確保薪酬水平在行業內持續具有競爭力；同時已建立信息化的全面員工薪酬文件案和業務薪酬一體化管理機制。報告期內，立足「金蝶哲學」和「付薪理念」，我們建立薪酬貢獻匹配模型，持續激活人力資源選、育、用、留全流程的健康流動。我們優化《薪酬管理辦法》《薪酬操作手冊》，發佈《金蝶薪酬核算發放管理辦法》，進一步規範薪酬核算發放管理，完善薪酬核算發放流程，確保薪酬核算發放安全合規、精準高效。

Every year, Kingdee conducts market salary research through a third-party organization to understand local remuneration policy, structure and level of peers for the same, benchmarks against it accurately, and uses the same as the basis for remuneration adjustment to ensure that our remuneration level continues to be competitive in the industry, so as to motivate and retain outstanding talents. Kingdee also completed the digital transformation of Kingdee Group's payroll management and salary archive. In 2023, guided by the principles outlined in the "Kingdee Philosophy" and "Salary Payment Concept", we created a salary-contribution matching model, to foster a healthy flow of human resources throughout the entire lifecycle of recruitment, training, utilization, and retention. We also optimized our *Salary Management Measures* and *Salary Operation Manual*, introducing the *Kingdee Salary Calculation and Payment Management Measures*. These measures aim to standardize salary calculation and payment processes, ensuring they are safe, compliant, precise, and efficient.

績效管理

Performance Management

我們持續推動績效管理標準建設，促進任職標準在績效管理各模組全面應用並定期開展績效培訓以提高績效管理者的工作效率和溝通技巧。報告期內，我們對標行業最佳實踐，依據《金蝶績效管理辦法（2023）》，優化績效考核目標設置及管理；進一步完善以責任、貢獻為導向的評價體系；對員工繼續進行績效掃描並制定改進舉措與方案；強化績效申訴流程，保障員工合法權益。

考核目標管理

Performance Management Objectives

我們通過對標行業最佳實踐設置一級部門總經理季度OKR，進一步優化組織 KPI 和個人 KPI 考核方案，並構建聚焦職位年度責任貢獻的職位指標庫以進一步完善公司考核目標管理。

We are committed to the ongoing development of performance management standards, ensuring their full integration into all performance management modules. Regular performance training sessions are conducted to enhance the efficiency and communication skills of our performance managers. In 2023, we bench-marked industry best practices, refined the establishment and management of performance evaluation targets in alignment with the *Kingdee Performance Management Measures (2023)*, resulting in a more comprehensive evaluation system that emphasizes responsibilities and contributions. Additionally, we have maintained regular performance appraisal for employees, developed improvement measures and plans, and strengthened the performance appeal process to safeguard the legitimate rights and interests of our workforce.

Drawing upon best practices from within the industry, we have established quarterly OKR targets for the general managers overseeing our first-level departments. This approach has optimized both organizational and individual KPI evaluation plans. Furthermore, we have developed a position indicator library, focused on annual job responsibilities and contributions, to further enhance the company's goal management for evaluation purposes.

對標行業最佳實踐。通過研究英特爾、華為、騰訊等業界標杆公司的 OKR 最佳實踐，在一級部門總經理群體中設置季度 OKR 目標管理機制。通過設定明確的目標和關鍵結果，幫助幹部更好地了解自身以及團隊的工作方向和重點，確保全員朝著公司戰略及經營目標努力。

Benchmarking Industry Best Practices. Drawing insights from the OKR strategies leveraged by leading companies such as Intel, Huawei, and Tencent, we have implemented a quarterly OKR target management system tailored for the general managers overseeing our first-level departments. This approach ensures clarity in setting objectives and key results, guiding leaders in defining their work directions and team priorities, thus aligning all employee efforts with the company's strategic and operational objectives.

優化組織 KPI 與個人 KPI。按利潤中心、投資中心、費用中心分別設置績效考核方案，從規模（收款和收入）、盈利（利潤和費用）兩個維度設置組織關鍵績效指標。同時，聚焦個人價值創造，按照職位對應工作內容和職級貢獻標準制定獨立商業貢獻指標和獨立專業貢獻指標，優化個人績效等級評定依據。

Optimizing Organizational KPI and Individual KPI. Distinct performance evaluation frameworks are established for profit centers, investment centers, and cost centers, with organizational KPIs defined across two dimensions: scale (revenue generation and income) and profitability (earnings and expenses). Furthermore, to emphasize individual value creation, we have introduced independent business contribution metrics and professional performance indicators tailored to specific job functions and independent career contribution standards. These modifications enhance the fairness and accuracy of individual performance ratings.

職位指標庫建設。構建聚焦職位年度責任貢獻的職位指標庫，支持目標下達時分角色權限查看與引用，以及分權限管理，牽引全員從任務導向向增強責任結果導向轉變。

Establishment of the Position Indicator Library. We have established a comprehensive position indicator library that centers on annual job duties and accomplishments. This library supports role-based target assignment, referencing, and permission-based management. This initiative encourages a shift in mindset from task-oriented to a more results-oriented approach, fostering a culture of accountability and responsibility among all employees.

績效評估與反饋

Performance Evaluation and Feedback

公司每年開展兩次面向全體員工的績效評估。由部門經理人從實際工作內容與職位職責的匹配情況、KPI 完成情況、崗位職責履行情況以及超越職責的努力評估情況等四個維度對員工進行績效評價。

對於評估結果異常的，由直接上級與員工共同制定改進舉措與方案，由經理人定期跟蹤員工目標完成情況，為員工提供必要的資源支持。

報告期內，績效掃描員工覆蓋率 100%，根據掃描結果針對性賦能超 1,800 名員工，培訓與績效提升人數超 280 人；共開展 4 期新經理人績效管理培訓，幫助 124 位新經理人快速提升，以更好地開展部門員工績效評估。

Our organization carries out biannual performance appraisal for all employees, ensuring a thorough and comprehensive assessment. Department managers utilize a four-dimensional framework to evaluate employees, focusing on alignment of actual work content with job responsibilities, completion of key performance indicators (KPIs), the actual achievement, and efforts beyond job responsibilities.

For employees with abnormal scan results, we actively communicated with them and finalized the performance rectification plan after their line supervisors made a comprehensive assessment of them. The supervisors maintain regular oversight of employees' progress towards their goals, ensuring timely provision of essential resources and support.

In 2023, Kingdee achieved a comprehensive coverage of 100% in performance scanning, covering all employees. Leveraging the scanning results, corresponding measures were effectively implemented for over 1,800 employees, resulting in training outcomes and performance enhancements for more than 280 employees. Furthermore, four sessions of performance management training were conducted for new managers, benefiting a total of 124 individuals. These sessions equipped the new managers with the necessary skills to conduct effective performance evaluations for their team members, fostering a culture of continuous improvement.

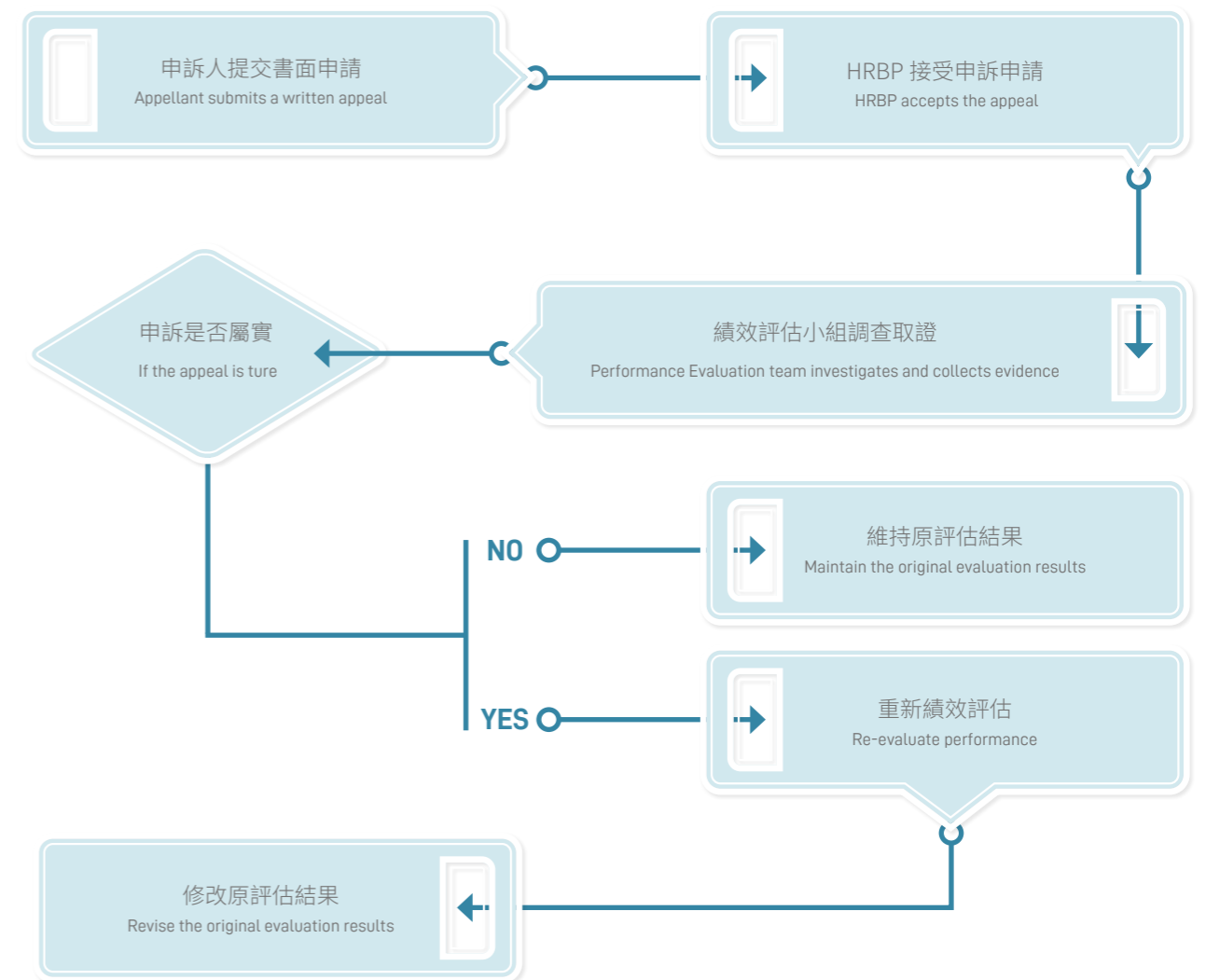
2023 年績效掃描過程 2023 Performance Scan Process



績效申訴 Performance Appeals

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

Upon the announcement of performance results, if an employee believes that their performance score or rating is inaccurate, they have the option to submit a formal appeal to the Human Resources Department within the designated time frame. This appeal must be accompanied by supporting evidence. Upon receipt of the appeal, the Human Resources Department initiates a thorough investigation to ascertain the validity of the employee's claims. If the appeal is determined to be unfounded, the original evaluation remains unchanged. However, if the appeal is found to be legitimate, the evaluation process is repeated, and the adjusted evaluation is subsequently approved by the President of the company. During the reporting period, Kingdee achieved a remarkable 100% resolution rate for all performance appeals.



員工激勵

Employee Incentive

金蝶國際秉持「奮鬥最美，絕不虧待奮鬥者」理念，尊重奮鬥者，回饋奮鬥者，以價值創造為導向，將激勵向績優者和奮鬥者傾斜，建立包括物質和精神回報在內的多元化激勵體系，全面激發員工使命感、榮譽感和創新性，為員工創造貢獻價值、成就夢想的機會，幫助員工成功。

優化激勵制度

Optimizing the Incentive System

為成就員工夢想，創造讓優秀人才脫穎而出的機制，我們每年更新《激勵辦法》。報告期內，我們發佈《金蝶 2023 年度激勵辦法》《2023 年金蝶優秀評選與獎勵辦法》，設立訂閱超額獎和利潤超額獎，全面貫徹公司經營目標，激發全員大膽突破，勇於挑戰，創造超預期的業績，與公司共同分享超額收益。

榮譽激勵

Honor Encouragement

報告期內，我們共評選出多項優秀創新獎及微創新獎、1 項運營突破獎、3 項交付突破獎、10 位十大經理人、10 位十大員工。值得一提的是，公司特別鼓勵員工自由創新，年度內有 7 項基於「數據 + 智能」方向的成果獲得集團微創新獎。在濃厚的創新氛圍中，金蝶國際為激發員工創新靈感創造了更多可能性。

股權激勵

Stock Ownership Incentives

我們持續採用購股權計劃和股份獎勵計劃作為長期激勵工具，構建與公司共享收益，共擔風險的激勵機制。激勵計劃覆蓋公司高貢獻人群，授予股份在人員在職且考核績效達標時解鎖，並分 4 年歸屬。

We respect and reward those who strive, focusing on value creation and prioritizing incentives towards high performers and those who demonstrate dedication. We have established a diversified incentive system that includes both material and spiritual rewards, fully motivating employees' sense of mission, honor, and innovation. We strive to create opportunities for employees to contribute, achieve their dreams, and succeed.

To foster a culture where exceptional talent can thrive and fulfill their aspirations, we regularly enhance our *Incentive Measures*. During the reporting period, we introduced the *Kingdee Incentive Scheme 2023* and the *Kingdee Excellence Evaluation and Reward Measures 2023*. These schemes include subscription over-achievement awards and profit over-achievement awards, designed to align individual efforts with the company's broader business objectives.

During the reporting period, we recognized a number of the Innovation Awards, and the Micro-Innovation Awards, 10 perational Breakthrough Award, 3 Delivery Breakthrough Awards, 10 Top Managers, and 10 Top Employees. Notably, the company particularly encourages employees to innovate freely, and 7 achievements based on "data + intelligence" directions were awarded the Group's Micro-Innovation Award during the year. In this rich atmosphere of innovation, Kingdee has created more possibilities to stimulate employees' innovative ideas.

Our organization has consistently embraced share option plans and share award plans as strategic long-term incentive tools. This approach aims to establish a comprehensive incentive mechanism that aligns the interests and risks of employees with the company's objectives. The incentive plan specifically targets high-performing individuals, ensuring that awarded shares are released gradually over a four-year period, contingent upon the employee's continuous employment and satisfaction of performance metrics.

員工關懷

Employee Care

金蝶國際秉持「一個金蝶一個家」家文化理念，主動關心員工生活和健康，積極幫助員工解決工作中的困難，暢通溝通渠道，關心員工的事業、理想和追求，讓員工心中有理想，腳下有力量。

員工保障與福利

Protection and Benefits

我們依法為所有在職員工繳納五險一金，同時督促派遣公司和外包公司為派遣 / 外包員工進行繳納，保障員工基礎福利。除法定福利外，我們制定《金蝶員工福利手冊》《總部員工生日券使用指南》等內部制度，建立完善的自有福利體系，為員工提供豐富的福利。

Kingdee firmly adheres to its corporate culture principle of "One Kingdee, One Family," prioritizing the well-being and health of its employees. We actively support our workforce in overcoming challenges encountered during their tenure, fostering open lines of communication, and demonstrating a keen interest in their professional aspirations, ideals, and personal pursuits. This approach ensures that our employees are not only equipped with the necessary resources but also feel motivated and inspired.

Kingdee is committed to ensuring that all current employees receive the mandated five social insurances and one housing fund, as per legal requirements. We also ensure that our dispatch and outsourcing partners comply with these regulations, thereby safeguarding the basic welfare of all employees. Beyond these statutory benefits, we have established comprehensive internal policies, such as the *Kingdee Employee Benefits Manual* and the *Headquarters Employee Birthday Voucher Usage Guide*. These policies aim to create a robust in-house benefits system, providing employees with a diverse array of welfare provisions.

法定福利

Statutory Welfare

五險一金

Five social insurances and one housing fund

養老保險、醫療保險、工傷保險、失業保險、生育保險、住房公積金

Pension insurance, medical insurance, work injury insurance, unemployment insurance, maternity insurance, public housing fund.

帶薪休假

Paid leaves

法定节假日、产假、陪产假、节育假、婚假、丧假、带薪病假、法定年休假、调休假

Statutory holidays, maternity leave, paternity leave, ligation leave, marriage leave, bereavement leave, paid sick leave, statutory annual leave, transfer leave.

公司特有福利

Corporate Special Benefits

保險與健康

Insurance and Health

商業保險、自購保險優惠、年度體檢、互聯網醫院、中醫理療、健康講座

Commercial insurance, preferences for insurance policies at employees' own expense, annual medical examination, internet hospital, traditional Chinese medicine physiotherapy, health seminars

節日與關鍵時刻

Festivals and Key Moments

節日禮包和祝福：春節、女神節、端午節、中秋節、生日、結婚、喬遷、生子、入職周年

Holiday gift packages and greetings: Spring Festival, Women's Day, Dragon Boat Festival, Mid-Autumn Festival, birthday, wedding, housewarming, child birth, work anniversary

出行與生活

Traffic and Life

通勤班車、員工食堂、健身設施、私密母嬰室、員工愛心互助基金會

Commuter shuttle, staff canteen, fitness facilities, private maternity and infant care rooms, Employee Love Mutual Aid Foundation

休假福利方面，對於司齡小於 3 年的在職員工，除 5 天國家法定年假外，公司額外提供 2 天福利年假，員工共可享受 7 天年假。

For employees with less than three years of service, the company offers a comprehensive leave package. In addition to the statutory five days of annual leave, we provide an additional two days of welfare annual leave. This ensures that junior employees enjoy a total of seven days of annual leave, allowing them to balance their work and personal life effectively.

健康福利方面，公司除提供商业保险、免费年度体检外，还根据员工身心健康需求，贴心地推出互联网医院、中医理疗、健康讲座等福利项目。其中，互联网医院为报告期内新增项目。

Recognizing the importance of employee health and well-being, we have implemented a range of health benefits. These include commercial insurance coverage, free annual medical check-ups, and targeted welfare programs such as an internet hospital, traditional Chinese medicine physiotherapy sessions, and health seminars. The internet hospital, a recent addition, provides convenient access to healthcare services, ensuring that employees can manage their health effectively.

員工健康福利概況

Overview of Employee Health Benefits

項目 Program	內容 Content	覆蓋人群 Covered Population
商業保險 Commercial insurance	<p>重疾險、自購保險優惠等，全面保障，使員工安心無憂。</p> <p>To ensure peace of mind and worry-free living for our employees, we have introduced a comprehensive insurance package that includes major disease coverage, discounted self-purchased insurance, and other protections.</p>	<p>全體在職員工（含正式員工、外包、勞務派遣、實習生）</p> <p>All current employees (including full-time employees, outsourced employees, labor dispatch employees, and interns)</p>
年度體檢 Annual medical examination	<p>推出三個免費體檢套餐供員工選擇，提高員工就診體驗，通過科學檢查身體健康狀況，盡早發現及預防疾病風險，為員工健康保駕護航。</p> <p>To improve employees' medical experience, we offer three comprehensive medical examination packages. These packages allow employees to scientifically assess their physical health status, detect and prevent potential disease risks at an early stage, and take proactive measures to safeguard their health.</p>	<p>全體正式員工</p> <p>All full-time employees</p>
互聯網醫院 Internet hospital	<p>為應對員工因工作繁忙、就醫不便等健康挑戰，公司引入微醫互聯網醫院，員工完成註冊後即可通過在綫平台發起線上問診、線上開藥購藥、在綫健康諮詢等，實現足不出戶「問診千里之外，盡享健康生活」。</p> <p>Recognizing the challenges posed by busy work schedules and limited access to medical care, we have integrated the We Doctor internet hospital into our employee welfare program. After registration, employees can avail online consultations, prescriptions, medication purchases, and health advice through this platform, ensuring seamless access to healthcare without leaving their homes.</p>	<p>全體正式員工</p> <p>All full-time employees</p>
中醫理療 Traditional Chinese medicine physiotherapy	<p>公司以優於市場價格引入優質理療供應商，為員工提供每週兩場資深中醫上門理療活動，為職場健康注入活力。</p> <p>To further promote workplace health, we have engaged high-quality physiotherapy providers at competitive market rates. Employees can avail of two weekly on-site physiotherapy sessions conducted by experienced Chinese medicine practitioners, injecting vitality and well-being into their work environment.</p>	<p>深圳全體在職員工（含外包、勞務派遣、實習生）</p> <p>All current employees in Shenzhen (including outsourced employees, labor dispatch employees, and interns)</p>
健康講座 Health seminars	<p>不定時地開展線上 / 線下健康講座，為員工提供疾病防治、職場壓力、婚戀家庭等一系列講座。</p> <p>We also organize occasional online and offline health seminars, covering topics such as disease prevention and treatment, workplace stress management, marriage and family, and more.</p>	<p>全體在職員工（含正式員工、外包、勞務派遣、實習生）</p> <p>All current employees (including full-time employees, outsourced employees, labor dispatch employees, and interns)</p>

暢通溝通渠道

Enhancing Communication Channels

我們建立民主管理組織，開通多種員工溝通渠道，充分給予員工發表意見的自由，搭建員工之間、員工與管理層之間的心聲橋樑，讓員工與公司在持續意見碰撞、思想交流中共同成長。

We have established democratic management organizations and diversified employee communication channels, fostering a culture where employees can freely express their opinions and ideas. This has built a strong bridge between employees and management, enabling mutual growth and continuous exchange of ideas.

民主管理組織

Democratic Management Organizations

我們于 2007 年成立金蝶國際員工委員會，致力於促進公司內部平等、民主組織氛圍的建設。于 2022 年成立金蝶國際工會，組建第一屆工會委員會，拓寬員工參與上級工會活動的渠道。報告期內，員工委員會核心成員多次參與公司制度修訂、節日福利品採購、體檢項目供應商評審、食堂供應商菜品優化、員工生日禮券方案調整、母嬰室設備細節改善等工作，惠及全體金蝶人。

In 2007, we established the Kingdee Employee Committee to promote an inclusive and democratic work environment. In 2022, we furthered this commitment by founding the Kingdee Union and its inaugural Union Committee. This committee expands the avenues for employees to engage in activities organized by higher-level unions, fostering a sense of belonging and active participation. During the reporting period, key members of the Employee Committee actively contributed to various initiatives, including policy revisions, holiday welfare procurement, supplier evaluations for medical examination projects, canteen menu optimizations, employee birthday voucher program adjustments, and maternity room equipment upgrades. These endeavors directly benefited all Kingdee employees.

民主溝通渠道

Democratic Communication Channels

我們提供多樣的民主溝通渠道，包括職工代表大會、員工座談會、心聲社區、線上即時通訊平台等，為騷擾、歧視等職場爭議事件提供申訴舉報程序，創新性地設計員工士氣 GPS 調查以觀測員工滿意度與敬業度。

We offer a range of democratic communication channels, including employee representative assemblies, employee symposiums, a voice community, and online instant messaging platforms. These channels ensure open and transparent communication. Additionally, we have established complaint and reporting procedures to address workplace disputes, such as harassment and discrimination, ensuring a safe and respectful work environment. Innovatively, we have introduced the Employee Morale GPS Survey to assess employee satisfaction and engagement, providing valuable insights for continuous improvement.

心聲社區。心聲社區是我們促進溝通與分享的平台，由人力資源部統籌管理，每月形成專項運營報告，及時總結與了解員工真實心聲和訴求。員工可選擇在心聲社區實名或匿名發言，心聲社區鼓勵員工提供有利於組織和個人共同發展的合理化建議、有益的信息分享和真實感悟，促進觀點碰撞，思想交流。報告期內，我們優化《心聲公約》以規範心聲社區秩序，累計收到發帖 9,468 條，關於管理思考、產品或員工基礎服務的有效建議 1,005 條。報告期內，根據心聲社區中的熱點話題，我們舉辦高管面對面座談會，響應員工關注和關心的問題，推動管理優化和服務進步。

Voice Community: The Voice Community, stewarded by the Human Resources Department, serves as our premier platform for fostering communication and knowledge sharing among employees. This platform generates a monthly operational report, offering a timely snapshot of the authentic voices and concerns of our workforce. Employees are offered the flexibility to engage within the Voice Community either under their real names or anonymously. The Voice Community actively encourages employees to contribute with reasonable suggestions for organizational and personal growth, beneficial information sharing, and honest reflections. This environment fosters intellectual collisions and thought exchanges, fostering a culture of continuous improvement and innovation. During the reporting period, we have optimized the "Voice Convention" to standardize the operations of the Voice Community. This optimization has resulted in a cumulative total of 9,468 posts, including 1,005 suggestions related to management strategies, product enhancements, or fundamental employee services. Furthermore, leveraging popular topics within the Voice Community, we have conducted face-to-face forums with senior executives. These forums aim to directly address employee concerns and issues, leading to refined management practices and enhanced service delivery.

申訴舉報程序。若出現歧視、騷擾等職場爭議事件，員工可依據投訴等相關制度通過舉報郵箱、電話、面談或舉報人認為便利的其他方式進行申訴、舉報，審計部門根據具體情況成立專項項目組進行事件調查，若騷擾、歧視行為屬實，審計部將依據《金蝶紀律處分條例》進行處罰，並將調查結果及時匯報和依規公佈。如情節嚴重，需要司法介入，我們將提供相應支持。在整個事件的處理過程中，我們對舉報人信息和材料予以嚴格保密，確保舉報人員及其隱私安全。

Appeal and Complaint Procedure: In the event of workplace disputes, such as instances of discrimination or harassment, employees are encouraged to seek redressal through designated complaint channels. These channels include complaint email addresses, phone calls, face-to-face meetings, or any other method deemed appropriate by the complainant, in alignment with established complaint systems. The Audit Department has established a dedicated project team responsible for investigating such incidents, taking into account the specific circumstances. Upon confirmation of harassment or discrimination, disciplinary action will be taken in accordance with the *Kingdee Disciplinary Regulations*. The department will promptly report and publish the investigation results, adhering to all relevant regulations. In cases where the circumstances are severe and require judicial intervention, the company will provide the necessary support. Throughout the entire process, the information and materials provided by the complainant will be strictly protected, ensuring the safety and privacy of the individual.

員工士氣 GPS 調查。我們每年開展員工士氣 GPS 調查，將調查結果作為公司管理改進的重要參考。報告期內，我們繼續通過公司內部問卷系統面向全員開展 GPS 調查，重點關注維度包括戰略澄清、組織文化、領導力、激勵與發展、流程與資源、團隊合作、創新性、關注客戶、敬業度 9 個因數，近 1.1 萬名員工參與調研，GPS 調查分值为 88.72。

Employee Engagement and Satisfaction Survey: We conduct an annual Employee Morale GPS Survey to gain valuable insights for enhancing our organizational management. During the reporting period, we consistently administered the GPS to all employees via our internal questionnaire system. This survey is centered on nine crucial dimensions: strategic alignment, organizational culture, leadership effectiveness, incentive and growth opportunities, operational processes and resources, team collaboration, innovation, customer orientation, and employee engagement. A total of nearly 11,000 employees participated, resulting in an overall GPS score of 88.72.

關鍵績效 Key Performance Indexes

報告期內

During the reporting period

心聲社區收到發帖：**9,468** 條

Heart Voice Community received **9,468** posts

高管面對面座談會：**1** 場

Executive face-to-face symposium: **1** session

GPS 調查分值为：**88.72**

GPS survey score: **88.72**

職業健康與安全 Occupational Health and Safety

我們重視員工的安全與健康，致力於為員工營造安全、舒適的工作環境。我們於 2021 年 11 月通過 ISO45001 職業健康安全管理體系認證並保持有效運行。報告期內，我們通過系列安全風險評估、安全演習與培訓活動，強化安全風險管理，持續提高全員安全防護意識與能力。此外，我們為員工提供健康服務，為職場健康保駕護航。

Kingdee attaches importance to the safety and health of its employees and strives to create a safe and comfortable working environment for them. In November 2021, we successfully achieved and maintained the ISO45001 Occupational Health and Safety Management System certification. During the reporting period, we reinforced our safety risk management and continuously improved the safety awareness and capabilities of all employees through a series of safety risk assessments, safety drills, and training activities. Additionally, we provided health services to employees, ensuring their workplace well-being.

安全風險評估 Safety Risk Assessments

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

We maintain a rigorous approach to safety and quality by conducting monthly internal audits, as well as annual comprehensive project safety management and quality inspections. These monthly audits specifically assess familiarity and effective management of protective equipment, ensure compliance of handheld and operational tools, evaluate on-site operational safety measures, and conduct thorough quality safety inspections of facility equipment within the park.

安全演習 Safety Drills

我們擁有完善的 EHS 管理體系，日常運營遵循《安全生產責任制度》《突發事件處理辦法》等內部制度文件並定期開展職業健康安全培訓。我們在《火災響應與處置應急措施》《電梯故障應急處理預案》《高空墜物處理應急措施》《交通事故緊急處理預案》等系列安全應急制度的指導下開展 12 次應急類演練培訓，包括治安事件模擬演練及培訓、消費者權益日預警演練、車場突發事件模擬專項演練、防汛應急演練及培訓、租戶經營風險突發事件演練、消防演練培訓及消防宣傳活動等，覆蓋演習培訓人數 500 人。

Leveraging a robust Environmental, Health, and Safety (EHS) management system, we adhere strictly to internal policies such as the *Work Safety Accountability System* and *Emergency Handling Measures* in our daily operations. These policies guide us in ensuring the safety and well-being of our employees and stakeholders. To further enhance our emergency response capabilities, we have established a comprehensive set of safety emergency response protocols, including the *Fire Response and Disposal Emergency Measures*, *Elevator Malfunction Emergency Handling Plan*, *High-Altitude Falling Object Handling Emergency Measures*, and *Traffic Accident Emergency Handling Plan*. These protocols provide a clear and structured approach to address various emergency scenarios. During the reporting period, we conducted a total of 12 emergency drills and training sessions, targeting diverse areas such as security incident simulations, consumer rights day warnings, car-park incident simulations, flood control emergencies, tenant business risk simulations, fire drills, and fire safety promotional activities. These drills and training sessions were successfully conducted, reaching over 500 participants and significantly improving their awareness and readiness in emergency situations.

深圳園區消防演習模擬處理流程：

Simulated handling process of fire drills in Shenzhen Industrial Park:



應急類相關培訓:

Emergency-related trainings:



消防演練培訓
Fire Drill Training



消防演習
Fire Exercise



車場突發事件模擬專項演練
Specialized Simulation Drill for Unexpected Events in the Parking Lot



治安事件模擬演練及培訓
Simulated and Trained Security Incidents

安全培訓 Safety Training

除安全演習外，我們還積極組織安全急救培訓。報告期內，成功開展 1 次 CPR 實操教學及 1 次醫療急救知識培訓，進一步豐富員工的健康知識。

In addition to safety exercises, we also actively organize safety first aid training. During the reporting period, we successfully carried out 1 CPR practical teaching and 1 medical emergency knowledge training, further enriching employees' health knowledge.



醫療急救培訓
Medical Emergency Training



醫療急救演習
Medical Emergency Drill

安全健康設施和服務

Safety and Health Facilities and Services

AED 設備。 深圳園區內設置兩台 AED，以完善公共場所急救設施，減少意外風險，進一步提高員工安全感。

AED Devices: To enhance emergency response capabilities and promote employee safety, two Automated External Defibrillators (AEDs) have been installed on the Shenzhen campus. These devices are strategically placed in public areas to minimize accident risks and foster a sense of security among our workforce.

健康服務中心理療室。 我們以優於市場價格引入優質理療供應商，員工可自行在雲之家預約理療，預約後自行前往健康服務中心享受服務，報告期內，共開展 55 期理療活動，服務員工近 1,000 人次。

Health Service Center Physical Therapy Room: We have partnered with reputable physical therapy providers to offer high-quality services at competitive market rates. Employees can conveniently schedule appointments through the "Yun Zhijia" platform and avail themselves of these services at the Health Service Center. Over the reporting period, a total of 55 physical therapy sessions were conducted, benefiting nearly 1,000 employees.

互聯網醫院。 我們引入微醫互聯網醫院，以應對員工因工作繁忙、就醫不便等健康挑戰。所有員工完成註冊後即可通過在線平台發起線上問診，線上開藥購藥，費用由公司支付。報告期內，互聯網醫院服務員工近 2,000 人次。

Internet Hospital: Recognizing the challenges posed by busy work schedules and limited access to medical care, we have integrated the Micro-medicine Internet Hospital into our healthcare offering. This initiative allows all registered employees to initiate online consultations, obtain medical advice, and purchase medication seamlessly through the platform. The company bears the cost of these services, ensuring affordable and convenient healthcare access. During the reporting period, the Internet Hospital catered to nearly 2,000 employees.

關鍵績效 Key Performance Indexes

組織應急類演練培訓: **12** 次

Organized emergency drills and training: **12**

應急類演練培訓覆蓋人數: **500** 人

Number of individuals covered by emergency drills and training: **500**

組織安全急救培訓: **2** 次

Organized safety and first-aid training: **2**

互聯網醫院: 服務近 **2,000** 人次

Internet Hospital: Serving nearly **2,000** individuals

中醫理療: **55** 期, 服務近 **1,000** 人次

Chinese medicine physical therapy sessions: **55** sessions, serving nearly **1,000** individuals

員工工作與生活平衡 Employee Work-Life Balance

我們注重員工工作與生活的平衡，舉辦各類文化與運動類活動，豐富員工業餘生活，讓員工以更好的狀態迎接新的挑戰。我們每年在四大傳統文化節日（元宵節、端午節、中秋節、冬至節）舉辦相關主題活動，報告期內，單場次活動參與人數超 800 人。我們結合企業特色持續舉辦程序員節、健康 K 計劃、雲派對等活動。我們現有 15 個員工文體協會，舉辦包括足球聯賽、乒乓球聯賽、王者榮耀聯賽等各類文體活動，累計開展近 1,200 場協會活動，吸引近 500 人參與，覆蓋超 25,000 人次。報告期內，我們新增「非遺進社區」專項活動，進一步豐富員工文化生活。

We prioritize fostering a healthy work-life balance for our employees by organizing a diverse array of cultural and sports events. These endeavors aim to enrich their extracurricular lives, enabling them to meet new challenges with renewed energy and enthusiasm. Annually, we celebrate the four major traditional cultural festivals—the Lantern Festival, Dragon Boat Festival, Mid-Autumn Festival, and Winter Solstice Festival—with themed activities that resonate with our employees' cultural backgrounds. Notably, a single event during the reporting period attracted over 800 participants, underscoring the popularity and impact of these cultural gatherings. In addition, we continuously innovate and organize events unique to our organization, such as Programmer's Day, the Healthy K Plan, and Cloud Parties. These events seamlessly integrate our corporate values and characteristics, fostering a sense of belonging and camaraderie among employees. Currently, we boast 15 employee sports and cultural associations that organize various competitions and leagues, including football, table tennis, and the popular "King of Glory" esports title. Cumulatively, these associations have hosted nearly 1,200 activities, attracting nearly 500 participants and covering over 25,000 person-times. During the reporting period, we introduced a novel initiative called "Intangible Cultural Heritage in the Community." This special event aims to further enrich employees' cultural experiences by introducing them to the rich tapestry of intangible cultural heritage in our society. By doing so, we aim to foster a deeper understanding and appreciation of our cultural roots, promoting cultural diversity and inclusivity within our organization.

金蝶國際愛碼士節 Kingdee Code Lovers' Day

案例 1 Case1

2023 年 10 月 24 日是一年一度的程序員節，也是金蝶國際愛碼士節，我們為公司廣大程序員舉辦了「全天理療 SPA、派送活力橙、第二屆程序員杯王者榮耀大賽、1024 跑、「猿」人殺桌遊」5 場活動，讓公司廣大程序員放鬆身心，吸引了近 1,700 名程序員參與。

On October 24, 2023, the auspicious day marking both the annual Programmer's Day and Kingdee Code Lovers' Day, we organized a diverse slate of five events exclusively for our programmers. These included the "Full-Day Massage SPA" for relaxation, "Vitality Orange Distribution" to boost energy, the "Second Programmer's Cup Mobile Legends: Bang Bang Tournament" for competitive gaming, the "1024 Run" for physical activity, and the "Ape" Kill Tabletop Game" for casual fun. These activities were designed to provide our programmers with an opportunity to unwind and rejuvenate, attracting nearly 1,700 programmers to participate and enjoy a day filled with fun and camaraderie.



愛碼士節「猿」人殺桌遊活動
Code Lovers' Day 'Ape' Kill Tabletop Game Event



愛碼士節 1024 跑活動
Code Lovers' Day 1024 Run Event

金蝶國際雲派對 Kingdee Cloud Party

案例 2 Case2

自 2018 年起，我們每年都會鏈接知名企業，邀請高素質單身青年匯聚一堂，搭建靠譜有趣的青年交流和交友平台，幫助企業單身員工安心，安業，用愛留住人才。報告期內，我們舉辦 2 場雲派對活動，鏈接北京銀行、平安銀行、中興通訊、深圳新聞網、南外集團等知名企業，吸引 100 名單身青年參與，成功助力 17 對青年脫單。

Since its inception in 2018, the Kingdee Cloud Party has been an annual collaboration with prestigious companies, aimed at gathering high-caliber single young professionals to create a reliable and enjoyable platform for youth interactions and dating. Our objective is to provide peace of mind and a stable work environment for our single employees, while fostering a culture of love and belongingness. This, in turn, supports our efforts to retain top talent. During the reporting period, we successfully hosted two Cloud Party events, collaborating with noteworthy organizations such as Bank of Beijing, Ping An Bank, ZTE Corporation, Shenzhen News Network, and Nanshan Foreign Languages School Group. These events garnered the participation of 100 single young professionals and successfully matched 17 couples, highlighting the power of community and connection.



雲派對之秋日露營派對
Cloud Party - Autumn Camping Event

金蝶國際健康 K 計劃 Kingdee Healthy K Plan

案例 3 Case3

2023 年 4 月 15 日至 8 月 13 日，我們繼續舉辦面向全國員工的「健康 K 計劃」活動，跨時 120 天，吸引 42 座城市的 71 個組織參與，參與人次達 12,237，達成 97,764 公里運動目標，里程數較去年增長 51%，成功瓜分最新一期「健康 K 計劃」128,888 元奮鬥金。與此同時，在公司三十周年之際，我們聯合 72 位員工家屬，102 位客戶，21 位夥伴，共同參與金蝶系「運動大派對」，在運動中感受愛、溫暖和陽光。

From April 15 to August 13, 2023, Kingdee successfully executed its nationwide "Healthy K Plan" campaign for employees, spanning a period of 120 days. This initiative garnered participation from 71 organizations across 42 cities, involving a total of 12,237 individuals. Collectively, they surpassed the mileage goal of 97,764 kilometers, marking a commendable 51% increase from the previous year. This feat enabled Kingdee to secure the latest "Healthy K Plan" incentive worth 128,888 million. To further celebrate Kingdee's 30th anniversary, we organized a unique "Sports Fiesta" event. This gathering brought together 72 employee families, 102 customers, and 21 partners, fostering a spirit of love, warmth, and sunshine through sports. The event was a testament to Kingdee's commitment to promoting a healthy and active lifestyle among its stakeholders, while also celebrating the company's rich history and future aspirations.



「健康 K 計劃」活動現場
"Healthy K Plan" Event Venue

金蝶國際全國籃球聯賽

Kingdee National Basketball League- A Sporting Celebration

案例 4 Case4

在金蝶國際 30 周年之際，公司舉辦全國籃球聯賽，共 16 支隊伍參與，總部冠軍隊與機構聯隊開展巔峰對決，線上觀看量超 38,000 人次。

To commemorate Kingdee's 30th anniversary, the company organized a national basketball league, featuring 16 competitive teams. The championship finale pitting the headquarters team against the institutional team was an electric affair, captivating over 38,000 online viewers with its thrilling plays and competitive spirit.

KBA 籃球聯賽
KBA Basketball League

「非遺進社區」專項活動

Celebrating Intangible Cultural Heritage in the Community

案例 5 Case5

我們邀請深圳市非遺文化走進深圳園區，包括中醫正骨、川劇變臉、南澳海膽、插畫、泥塑、剪紙、魔術表演等。

We facilitated a unique cultural exchange by inviting diverse non-material cultural heritage (NMCH) practitioners from Shenzhen to our urban campus. These included traditional Chinese bone setting, Sichuan opera face-changing, Nan'ao sea urchin processing, illustration, clay sculpting, paper cutting, and magic performances.

「非遺進社區」活動現場
"Intangible Cultural Heritage in the Community" Event Venue員工協同
Employee Synergy

過去五年，金蝶國際雲轉型戰略穩步推進，雲服務訂閱收入 CAGR（年複合增長率）達 60%，這離不開金蝶人的高效協同與團結一致。金蝶國際通過文化引領，制度、機制、流程的持續建設，構建組織整體利益最大化的高效協同體系，通過資本、數據和知識的連接，構建平台型生態企業，實現大金蝶、自驅動。

Over the past five years, Kingdee's strategic shift towards cloud transformation has yielded impressive results, with a CAGR of 60% in cloud service subscription revenue. This remarkable progress is a testament to the exceptional collaboration and dedication of our employees. Guided by our organizational culture and through the continuous refinement of systems, mechanisms, and processes, we have forged an efficient collaborative framework that aligns with the broader interests of the company. By bridging capital, data, and knowledge, we aim to establish a robust, platform-based enterprise ecosystem that fosters autonomy and unity among all Kingdee stakeholders.

報告期內，我們進行流程創新，成功構建完整的端到端執行流程，職責清晰，分工明確，通過職責與分工驅動員工相互間協同，賦能產品研發到銷售、回款及客戶關係管理的全生命週期。

During the reporting period, we have innovated our operational procedures, establishing a comprehensive end-to-end execution process with clearly defined roles and responsibilities. This approach enhances collaboration by ensuring that each employee knows their part in the product development lifecycle, from research and development to sales, revenue collection, and customer relationship management.

ITM: 概念 - 上市

ITM: Idea To Market

在傳統端產品的研發模式轉型為 SaaS 的研發模式，產品研發從成本中心轉為投資管理的背景下，我們將 IPD 的理念及 DevOps 的雲產品研發模式相結合，構建 ITM3.0 流程體系，有效承接公司戰略、提升公司研發管理的標準化程度。

As we transition from traditional on-premise product development models to SaaS-based models, and shift the focus from cost centers to investment management, we have seamlessly integrated IPD concepts with the DevOps cloud product development model. This integration has culminated in the introduction of the ITM 3.0 process system. These advancements not only support our overall strategy but also elevate the standardization of our research and development management.

MTL: 市場 - 線索

MTL: Market To Lead

我們基於業務最佳實踐，梳理了直銷、分銷市場活動流程，有效將個人經驗轉化為組織能力。有效推動官網運營標準化、流程化管理，最大化釋能官網在營銷端的價值；賦能市場線索化管理，提升線索轉化率，促進銷售。

Drawing from best practices, we have refined the direct sales and distribution marketing activity processes, effectively converting individual experiences into organizational capabilities. These improvements have standardized and streamlined our official website operations, maximizing its value in marketing efforts. Additionally, they have empowered the management of marketing leads, increasing conversion rates and boosting sales.

LTC: 線索 - 回款

LTC: Leads To Cash

我們重構流程邏輯，加大一線授權，極大降低業務繁瑣度，有效適配複雜度不同的銷售項目。

We have undergone a comprehensive restructuring of our process logic, emphasizing greater front-line authorization. These refinements have significantly reduced operational complexity, enabling us to adapt seamlessly to sales projects with varying levels of intricacy.

MCR: 管理客戶關係

MCR: Manage Client Relationship

我們從 0 到 1 體系性規劃客戶關係管理，確保客戶接觸標準統一、客戶信息準確沉澱。

We have established a robust customer relationship management system from the ground up. This ensures a unified and standardized approach to customer engagement, along with accurate and thorough recording of customer information.



04 建設自己 修復與環境的關係

Harmonious Development with the Environment: Building a Sustainable Future

我们的理念：金蝶國際秉持「建設自己，修復與環境的關係」的哲學理念，積極響應國家「雙碳」戰略，將綠色發展理念融入到企業日常經營中，實現企業發展與綠色生態文明建設的有機融合。

Our philosophy: Kingdee firmly embraces the philosophical principle of "Harmonious Development with the Environment," a guiding framework that encourages a symbiotic relationship between business operations and the natural world. Aligning ourselves with the national "double carbon" strategy, we aim to integrate green development principles into our daily business practices. Our ultimate goal is to foster a harmonious union between corporate growth and the construction of a sustainable, green ecological civilization.

我们的行动 Our actions



環境保護管理
Environmental protection management



應對氣候變化
Addressing climate change



水資源管理
Water resource management



廢棄物管理
Waste management



建設綠色建築
Constructing Green Buildings

贡献 SDGs Contribution to SDGs



環境保護管理

Environmental Protection Management

金蝶國際結合自身實際情況，依據 ISO14001、《中華人民共和國環境保護法》《中華人民共和國節約能源法》等國內外法律、標準要求，建立起完善的環境管理體系，常態化開展環境風險管理，定期組織全員開展環保培訓和意識提升活動，致力於逐步減少自身運營對環境的負面影響。

Drawing from its unique operational context and aligned with domestic and international legal frameworks and standards, including ISO14001, the *Environmental Protection Law of the People's Republic of China*, and the *Energy Conservation Law of the People's Republic of China*, Kingdee has established a robust environmental management system. This system is designed to mitigate the negative environmental impacts of our operations through regular environmental risk management, environmental protection training, and awareness-raising activities for all stakeholders.

完善環境管理體系

Enhancing the Environmental Management System

我們依據 ISO14001 環境管理標準要求建立完善的環境管理體系並逐步優化，定期根據內外情況變化進行相關制度文件修訂。報告期內，深圳園區繼續保持 ISO14001 環境管理體系的有效性；上海園區將《環境作業管理服務手冊》更新為系列環境管理 SOP 文件，對 21 項環境作業流程進行規範；北京園區於報告期內啟動 ISO14001 認證工作，計劃於 2024 年度取得認證。

Based on the principles outlined in the ISO14001 environmental management standard, Kingdee has established and consistently optimized its environmental management system. We regularly update our institutional documents to reflect changing internal and external conditions. Notably, during the reporting period, the Shenzhen campus maintained the effectiveness of its ISO14001-aligned environmental management system. The Shanghai campus evolved its *Environmental Operation Management Service Manual* into a comprehensive set of environmental management standard operating procedures (SOPs), standardizing 21 key environmental processes. Furthermore, the Beijing campus initiated ISO14001 certification efforts during the reporting period, aiming to achieve certification by 2024.

環境管理組織架構

Environmental Management Organization Structure

我們建立以基層員工為基礎、中層各相關部門主管負責具體工作推進、高層董事會主席助理統籌組織的三層環境管理組織架構體系。

Kingdee has established a three-tiered environmental management organization structure, designed to ensure efficient and effective implementation of environmental strategies.

負責主體 Responsible Bodies	具體工作內容 Specific Job Responsibilities
<p>董事會主席助理 Assistant to the Chairman of the Board</p>	<ul style="list-style-type: none"> 負責統籌環境組織架構、落實公司的環境目標、確定環境績效及重要舉措； Oversees the harmonious integration of the environmental organization's structure, ensuring alignment with the company's strategic environmental objectives. 負責統籌綠色運營、節能減排、綠色採購等的開展及執行； Directs the implementation of green operational practices, including energy conservation, emission reduction measures, and sustainable procurement initiatives.

負責主體 Responsible Bodies	具體工作內容 Specific Job Responsibilities
	<ul style="list-style-type: none"> 向公司戰略與可持續發展委員會匯報環境目標及績效執行情況。 Presents comprehensive reports on environmental targets' progress and performance to the Strategy and Sustainable Development Committee.
各相關部門主管 Heads of Relevant Departments	<ul style="list-style-type: none"> 負責執行綠色運營、節能減排、綠色採購等舉措； Executes green operational plans, energy-saving measures, emission reduction strategies, and sustainable procurement policies. 負責環保流程標準、培訓、工作計劃及團建活動方案等編寫； Develops environmental process standards, training modules, work plans, and team-building activities to enhance organizational efficiency and environmental stewardship. 組織環境服務工作落地、日常養護監管及月度供應商評估。 Coordinates the implementation of environmental services, oversees daily maintenance activities, and conducts monthly supplier performance evaluations.
金蝶環境保護大使、基層員工 Kingdee Environmental Protection Ambassador and Grassroots Employees	<ul style="list-style-type: none"> 負責環境管理的日常環境監測、環境問題的報告和解決等。以金蝶環境保護大使為代表的員工是環境管理的第一線執行監督及匯報者。 Monitors environmental conditions, reports on key performance indicators, and resolves emerging environmental challenges. The Kingdee Environmental Protection Ambassador, representing employees, serves as a critical liaison for execution, supervision, and reporting within the environmental management framework.



深圳園區 ISO14001 認證證書

ISO14001 Certification Certificate for Shenzhen

綠色環保理念宣傳

Promotion of Sustainable and Eco-Friendly Principles

環保工作的開展離不開每一位金蝶人的支持。為引導全體員工踐行綠色生活方式，我們積極攜手員工開展節能環保理念宣傳工作，讓環保理念深入人心。

The success of our environmental protection initiatives is inextricably linked to the active engagement and support of all Kingdee personnel. To foster a culture of green living among our workforce, we collaborate closely with them, fostering awareness and adoption of energy-efficient and environmentally responsible practices.

組建「環保大使」團隊

Formation of the "Environmental Ambassador" Cohort

為提升員工辦公環境的舒適性和美觀性，深圳園區依託各樓層成員，組建環保大使團隊，由員工委員會和後勤部雙重管理。每位環保大使負責自己樓層空氣質量、消防安全、環境治理相關指標監督；定期收集、反饋員工關於辦公環境管理方面的意見和建議，由公司後勤部統籌編制改進計劃並實施。

To elevate the comfort and aesthetics of the office environment, the Shenzhen campus leverages personnel from various departments to constitute an Environmental Ambassador team. This team is jointly stewarded by the Employee Committee and the Logistics Department. Each Ambassador is tasked with monitoring air quality, fire safety, and other environmental governance metrics within their designated area. They gather and relay employee feedback on office environment management to ensure continuous improvement. The Logistics Department then coordinates the development and execution of enhancement plans to address identified areas of concern.

多樣化的環保理念宣傳方式

Diversified Strategies for Promoting Environmental Stewardship Principles

園區環境建設主題活動：定期開展園區環境建設主題活動。報告期內，開展《我是共建無煙環境推廣大使》活動，倡導員工參與無煙環境建設，活動參與 50 餘人；開展《無煙金蝶，我在行動》控煙活動，活動現場參與達 600 餘人。

Campus Environmental Improvement Initiatives: We organize periodic themed events centered on enhancing the campus' environmental footprint. Recently, we conducted the "I am an Ambassador for Promoting a Smoke-Free Environment" campaign, encouraging employee participation in creating a smoke-free workspace. This initiative attracted over 50 active participants. Additionally, the "Smoke-Free Kingdee, I Am in Action" anti-smoking drive garnered over 600 onsite supporters.



環保宣傳標識：在主要用水區域張貼「節水宣傳標識」，並安排線下宣講，強化員工節水意識。

Environmental Protection Promotional Signage: We display educational signs promoting water conservation in strategic locations where water usage is highest. Complementary offline workshops are held to reinforce water-saving habits among employees.

公眾號推文宣傳：依託官方公眾號平台，結合環保節日發佈宣傳推文。報告期內，發佈《地球一小時》節能停電倡議行動，發佈垃圾分類宣傳文章，引導員工踐行環保理念。

Promotion through Official Digital Platforms: Leveraging our official WeChat public account, we publish targeted content aligned with environmental protection occasions. During the reporting period, we highlighted the "Earth Hour" energy-saving challenge and articles promoting waste segregation, guiding employees in the practice of sustainable living.

糧食節約倡導：通過宣傳海報、電子螢幕混動播放等方式推廣光碟行動，培養員工的節約糧食意識。

Food Conservation Advocacy: We promote the "Clear Your Plate" campaign, using posters and digital displays to foster awareness among employees of the importance of reducing food waste.



綠色出行倡導：鼓勵員工綠色出行，用身體力行去推動全公司的節能風尚。

Green Transportation Encouragement: We encourage employees to adopt eco-friendly modes of transportation, promoting sustainable commuting practices throughout the organization.

應對氣候變化

Addressing Climate Change

實現「雙碳」目標的過程是一場廣泛而深刻的經濟社會系統性變革過程，企業在這其中擔當著主體作用。金蝶國際積極響應國家「雙碳」戰略，通過氣候風險機遇管理、節能降碳行動、應急體系建設和開發低碳服務等方式，減少公司運營過程中的溫室氣體排放，提升自身對氣候變化風險的韌性。

Realizing the "carbon peaking and carbon neutrality" objective necessitates a sweeping and profound transformation of the economy and society, with enterprises serving as the linchpin of this endeavor. Kingdee is proactively aligning with the national "carbon peaking and carbon neutrality" strategy, managing climate-related risks and opportunities, implementing conservation and emission reduction measures, fortifying emergency response systems, and pioneering low-carbon services. These concerted efforts aim to mitigate greenhouse gas emissions in our operations and bolster resilience against climate risks.

氣候變化風險與機遇管理

Climate Change Risk and Opportunity Management

我們根據氣候變化相關財務信息披露工作組（TCFD）的披露建議，開展氣候變化風險管理工作，從管治、策略、風險管理、指標和目標四個方面進行管理和披露，減少氣候變化給公司帶來的負面影響。

We adhere to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in managing climate change risks. This entails managing and disclosing information from governance, strategy, risk management, and metrics & targets perspectives, thereby mitigating the adverse effects of climate change on our enterprise.

管治

Governance

我們設立包括治理層、管理層和執行層的 ESG 管理架構，對包括氣候變化在內的 ESG 議題進行管理，詳情見本報告《可持續發展治理》章節。

We have established a comprehensive ESG management structure encompassing governance, management, and execution levels to oversee ESG matters, including climate change. Detailed information can be found in the *Sustainable Development Governance* section of this report.

策略

Strategy

我們對公司運營中所面臨的氣候風險進行識別和評估，梳理出可能的風險、機遇和影響，根據評估結果建立對應的風險、機遇應對方案。

We identify, assess, and outline potential climate risks, opportunities, and impacts encountered in our operations. Leveraging these assessments, we formulate corresponding risk and opportunity response plans to ensure proactive and informed decision-making.

風險識別和評估

Risk Identification and Assessment

風險類型 Type of Risk	風險 Risk	風險影響 Risk Impact	財務影響 Financial Impact
急性風險 Acute risk	颶風 Hurricane	<ul style="list-style-type: none"> 道路中斷、低窪地區及露天場所設施遭淹浸； Road closures and flooding of low-lying areas and outdoor facilities. 	增加營運成本（如電力等能源價格上漲，極端高溫引致的電力短缺，高溫天氣帶來的能耗上升，環保合規成本上升等）；
	洪水 Flood	<ul style="list-style-type: none"> 取水渾濁，泥沙含量較大，製備運營用水時增加處理成本； Water turbidity and high sediment content, increasing treatment costs for operational water supply. 造成樓宇漏水、機器設備損壞等財產損失； Property losses due to building leaks and damaged machinery and equipment. 	
	暴雨 Rainstorm	<ul style="list-style-type: none"> 增加各類設施的維修保養成本； Increase maintenance and repair costs for various facilities. 生產物料的運輸受阻，原材料供給不足； Impeding transportation of production materials and insufficient supply of raw materials. 停水停電引致生產延誤或停滯； Production delays or halts due to water and power outages. 給員工帶來安全隱患。 Potential safety hazards to employees. 	

風險類型 Type of Risk	風險 Risk	風險影響 Risk Impact	財務影響 Financial Impact
急性風險 Acute risk	極熱 Extreme heat	<ul style="list-style-type: none"> 增加生產廠房及辦公場所的通風、製冷等需求，導致能源消耗及運營成本上升； Increase need for ventilation, cooling, and other requirements in production facilities and office spaces, leading to higher energy consumption and operating costs. 高溫天氣下，電力系統可能出現用電高峰，導致輸電中斷，影響正常運營； During hot weather, the power system may experience peak demand, resulting in transmission interruptions and affecting normal operations. 突發的高溫天氣，將增加樓宇發生火災的風險； Sudden high temperatures will increase the risk of fires in buildings. 增加心血管病、瘧疾及中暑等疾病發生的程度及範圍，危害員工健康； An increase in the severity and scope of cardiovascular diseases, malaria, heatstroke, and other illnesses, posing a threat to employee health. 給員工帶來安全隱患。 Potential safety hazards to employees. 	<p>罰款導致的成本增加（如環保罰款）； Cost increases due to fines (such as environmental fines).</p> <p>消費者偏好轉變導致產品需求量下降（如海外客戶需要低碳產品）； Decreased demand for products due to changing consumer preferences (such as overseas customers preferring low-carbon products).</p>
	極寒 Extreme cold	<ul style="list-style-type: none"> 增加辦公場所的保暖需求，導致能源消耗及運營成本上升； Increase demand for heating in office spaces, leading to higher energy consumption and operating costs. 引發道路結冰，導致物料的運輸受阻，原材料供給不足，直接導致交付延誤或停滯； Road icing, causing transportation delays for materials and insufficient supply of raw materials, directly resulting in delivery delays or halts. 天氣乾燥容易引發火災、爆炸、洩露等事故； Dry weather conditions that are prone to causing fires, explosions, leaks, and other accidents. 	

風險類型 Type of Risk	風險 Risk	風險影響 Risk Impact	財務影響 Financial Impact
急性風險 Acute risk	極寒 Extreme cold	<ul style="list-style-type: none"> ● 氣溫過低造成設備故障等財產損失； Property losses due to equipment failures caused by excessively low temperatures. ● 增加各類設施的維修保養成本； Increase maintenance and repair costs for various facilities. ● 給員工帶來安全隱患。 Potential safety hazards to employees. 	<p>投入成本（如能源、水、原材料的價格上漲）和產出要求（如廢棄物處理）變化導致生產成本提高；</p> <p>Higher production costs resulting from changes in input costs (such as increases in the prices of energy, water, and raw materials) and output requirements (such as waste disposal).</p>
	海平面上升 Sea Level Rise	<ul style="list-style-type: none"> ● 位於沿海地區的設施和樓宇提前報廢； Facilities and buildings located in coastal areas may be prematurely retired. ● 導致地下水層破壞，將增加在沿海地區園區建設的成本； Damage to groundwater layers will increase the cost of constructing facilities in coastal industrial parks. ● 園區被迫搬遷，導致停產。 Force relocation of industrial parks may lead to production halts. 	
	缺水 Water Scarcity	<ul style="list-style-type: none"> ● 我們的水源包括地表水和地下水，若發生地下水位下降等情況，將面臨減產、停產的風險。 Our water sources include surface water and groundwater. If there is a decrease in groundwater levels, we may face the risk of reduced production or even production halts. 	
長期性風險 Long-Term Risks	空氣潮濕 Humid Air	<ul style="list-style-type: none"> ● 導致物料、產品受潮，產品質量受損； Cause materials and products to become damp, leading to compromised product quality. ● 導致建築牆面發黴、裂縫，影響物料的保存時間； Cause mold and cracks on building walls, affecting the storage lifespan of materials. ● 導致設備加速老化，增加維護成本。 Accelerate equipment aging, leading to increased maintenance costs. 	<p>突如其來的能源成本上漲（如突然電價上揚）；</p> <p>Unexpected increases in energy costs (such as sudden spikes in electricity prices).</p>
	（此處為空欄，對應上方急性風險的財務影響）		

風險類型 Type of Risk	風險 Risk	風險影響 Risk Impact	財務影響 Financial Impact
長期性風險 Long-Term Risks	平均氣溫上升 Rising Average Temperatures	<ul style="list-style-type: none"> ● 增加辦公場所的通風、製冷等需求，導致能源消耗及運營成本上升； Increase the need for ventilation, cooling, and other requirements in office spaces, resulting in higher energy consumption and operating costs. ● 增加員工中暑等高溫突發疾病的概率，從而導致生產效率下降。 Increase the probability of employees experiencing heatstroke and other high-temperature-related illnesses, leading to decreased production efficiency. 	<p>產品需求量下降導致收入減少（如客戶不認可新產品和服務，客戶將 ESG 表現作為達成合作的審核點之一）。</p> <p>Reduced revenue due to decreased demand for products (such as customers not recognizing new products and services, or customers using ESG performance as a criterion for cooperation).</p>
	政策法規 Policies and Regulations	<ul style="list-style-type: none"> ● 國家已實行碳排放權交易機制，若被列入碳排放交易市場，可能因購買碳排放配額進行履約而增加運營成本； China has implemented a carbon emission trading mechanism. If included in the carbon emission trading market, companies may incur additional operating costs due to the purchase of carbon emission quotas for compliance. ● 排放權定價提高對電力、化工行業影響大，從而導致能源價格上漲或物料供應短缺，間接增加運營成本。 The increase in emission rights pricing has a significant impact on the power and chemical industries, potentially leading to higher energy prices or shortages in material supply, indirectly increasing operating costs. 	
政策法規 Policies and Regulations	溫室氣體排放權定價提高 Increased Pricing for Greenhouse Gas Emission Rights	<ul style="list-style-type: none"> ● 排放權定價提高對電力、化工行業影響大，從而導致能源價格上漲或物料供應短缺，間接增加運營成本。 The increase in emission rights pricing has a significant impact on the power and chemical industries, potentially leading to higher energy prices or shortages in material supply, indirectly increasing operating costs. 	<p>服務能力下降導致收入減少（如供應鏈中斷）； Decrease service capabilities leading to reduced revenue (e.g., supply chain disruptions).</p>
	現有產品的環保要求及監管加強 Enhanced Environmental Protection Requirements and Tightened Regulation for Existing Products	<ul style="list-style-type: none"> ● 環保政策趨嚴導致現有資產沖銷、資產減值和提前報廢； Tighten environmental policies may result in the write-off, impairment, and early retirement of existing assets. ● 為符合政策要求，研發低碳新型技術，從而增加研發支出； To comply with policy requirements, the research and development of low-carbon technologies may increase R&D expenditures. 	

風險類型 Type of Risk	風險 Risk	風險影響 Risk Impact	財務影響 Financial Impact
政策法規 Policies and Regulations	現有產品的環保要求及監管加強 Enhanced Environmental Protection Requirements and Tightened Regulation for Existing Products	<ul style="list-style-type: none"> 採購新設備而增加資本成本； Capital costs may rise due to the purchase of new equipment. 環保合規成本上升等； Compliance costs for environmental protection may increase. 政策趨嚴導致保險費相應上漲。 Stricter policies may lead to corresponding increases in insurance premiums. 	Write-offs and early retirement of existing assets (e.g., asset damage due to natural disasters, obsolescence of old equipment due to the introduction of new technologies or tighter environmental policies).
	環保事件訴訟 Environmental Litigation	<ul style="list-style-type: none"> 罰款和判決導致成本增加和 / 或對產品的需求降低。 Fines and judgments may result in increased costs and/or a decrease in demand for products. 	資本成本升高（如自然災害帶來的設施毀損、空氣潮濕導致設備使用壽命縮短）；
技術 Technology	新技術投資失敗 Failure of Investment in New Technologies	<ul style="list-style-type: none"> 新技術引入需淘汰舊設備，導致現有資產沖銷和提前報廢； The introduction of new technology requires the phase-out of old equipment, leading to write-offs and early retirement of existing assets. 若客戶不認可新產品，將可能引起產品需求量下降，從而導致收入下降。 If customers do not recognize the new product, it may cause a decrease in product demand, resulting in a decline in revenue. 	<p>Increase capital costs (e.g., facility damage caused by natural disasters, shortened equipment lifespan due to humid air).</p> <p>產出降低導致收入減少（如颱風及洪水等自然災害導致的運輸受阻或運營停擺，氣溫上升影響員工健康從而導致生產效率下降，氣候變化導致服務的必要資源變成稀缺資源）；</p>
	低碳技術轉型成本 Costs Associated with the Transition to Low-Carbon Technologies	<ul style="list-style-type: none"> 研發支出增加，從而降低利潤； An increase in research and development expenditures, thereby reducing profits. 採用部署新的程序或流程導致成本增加； Adopt and deploy new programs or processes leads to increased costs. 增加資本投資，回收週期長（比如光伏發電）； Increase capital investment with a long payback period (such as photovoltaic power generation). 監管機構的審批週期長； Long approval cycles from regulatory agencies. 	<p>Lowered output leading to reduced revenue (e.g., transportation disruptions or operational halts caused by typhoons and floods, decreased productivity due to employee health issues from rising temperatures, scarcity of necessary resources for services due to climate change).</p>

風險類型 Type of Risk	風險 Risk	風險影響 Risk Impact	財務影響 Financial Impact
技術 Technology	低碳技術轉型成本 Costs Associated with the Transition to Low-Carbon Technologies	<ul style="list-style-type: none"> 面臨未來市場開發不確定性的風險； Face the risk of uncertainty in future market development. 投資收益不及預期 Investment returns are not as expected. 	保險費提高（如環保政策趨嚴而導致保費上漲）； Increase insurance premiums (e.g., tighter environmental policies leading to higher premiums).
	原物料成本上漲 Increase in Raw Material Costs	<ul style="list-style-type: none"> 受氣候變化、全球能源轉型等影響，能源（電力、蒸汽）、水、零部件的價格上漲，從而導致增加生產成本； Due to the impacts of climate change, global energy transition, and other factors, the prices of energy (electricity, steam), water, and components have risen, leading to increased production costs. 氣候變化導致服務成本上升； Climate change has resulted in increased service costs. 	
市場 Market	客戶行為變化 Changes in Customer Behavior	<ul style="list-style-type: none"> 客戶要求低碳產品或將 ESG 表現作為達成合作的審核點之一，將可能導致現有產品的需求量下降。 Customers demanding low-carbon products or considering ESG performance as one of the review points for cooperation may lead to a decrease in demand for existing products. 	研發支出上漲（如研發低能耗的新型技術）。 Rise research and development expenditures (e.g., developing new low-energy technologies).
	市場信息不確定 Uncertainty in Market Information	<ul style="list-style-type: none"> 受氣候變化或國家雙碳政策等影響，可能發生突然的停電、停水、電價上漲，從而影響及時交付、增加生產成本。 Due to the impacts of climate change or national carbon neutrality policies, there may be sudden power outages, water supply disruptions, and increases in electricity prices, which can affect timely delivery and increase production costs. 	
聲譽 Reputation	利益相關方的關注與負面回饋 Stakeholder Concerns and Negative Feedback	<ul style="list-style-type: none"> ESG 表現受到資本市場高度關注，若評級下降及聲譽受損，將可能導致可用資本減少； ESG performance is highly scrutinized by the capital market. A decrease in ratings and damage to reputation may lead to a reduction in available capital. 客戶審計關注 ESG 方面，可能對銷售造成影響。 Customer Audit Focus on ESG Aspects, which Could Impact Sales. 	

風險應對

Risk Response

我們針對不同的風險類別，建立對應的風險減緩與應對措施，強化對氣候相關物理風險和轉型風險的應對能力，每年根據實際情況進行調整和修訂。

We establish comprehensive risk mitigation and response measures tailored to distinct risk categories, thereby enhancing our resilience to climate-related physical risks and transitional risks. These strategies undergo annual adjustments and revisions to align with evolving real-world conditions, ensuring optimal preparedness and proactive risk management.

氣候變化風險應對與減緩措施清單

List of Climate Change Risk Responses and Mitigation Measures

主要風險類別 Main Risk Categories	風險應對與減緩措施 Risk Responses and Mitigation Measures
實體風險 Physical Risks	
極端天氣 Extreme weather	<ul style="list-style-type: none"> ● 設立專職機構：設立突發災難天氣應急小組，負責防颱、防汛、防高溫、防寒、防凍工作； ● Dedicated Organization Establishment for Disaster Management: Establish a specialized emergency response team dedicated to sudden disaster weather scenarios, including typhoon preparedness, flood mitigation, heatwave relief, cold weather protection, and frost management. ● 常態化檢查與預警：安排專崗及時關注天氣情況，將預警信息及時通知到各崗位；開展設施常態化檢查工作，保障基礎設施的有效性和安全性； ● Routine Monitoring and Early Warning System: Assign a dedicated team to promptly monitor and assess weather conditions, ensuring timely dissemination of warning information to all relevant stakeholders. Regularly inspect facilities to maintain their operational efficiency and overall safety. ● 制定應急預案：針對極端天氣制定應急預案，定期演練、復盤，保障應急預案全面落實到位。各園區針對颱風、暴雨、高溫、極寒極端天氣制定完善的《災害性天氣應對應急預案》； ● Emergency Response Planning and Execution: Develop comprehensive emergency response plans tailored for extreme weather events, including typhoons, heavy rainfall, high temperatures, and extreme cold. Conduct regular exercises and reviews to guarantee the smooth implementation of these plans. Each park/facility must have a detailed <i>Emergency Response Plan for Catastrophic Weather</i> in place. ● 極端天氣應急演練：定期開展極端天氣應急演練，保障應急機制有效性。報告期內，深圳園區開展 2 次防颱防汛演練。 ● Extreme Weather Emergency Drills: Carry out regular extreme weather drills to validate the effectiveness of the emergency response mechanism. For instance, during the reporting period, Shenzhen conducted two drills focusing on typhoon and flood preparedness.

主要風險類別 Main Risk Categories	風險應對與減緩措施 Risk Responses and Mitigation Measures
環境變化 Environmental change	<ul style="list-style-type: none"> ● 建築設計：要求在建築設計中充分考慮颱風對建築的影響，通過加強結構措施、選用耐久材料及加強連接構件等方式抵抗颱風對建築的破壞； ● Architectural Design Considerations: It is imperative to incorporate resilience against typhoons into the architectural design of buildings. This can be achieved by implementing robust structural measures, utilizing durable materials, and enhancing the integrity of structural connections. ● 材料選擇：加強新型材料知識儲備，拓寬材料選擇面； ● Material Selection and Innovation: Expand knowledge repositories on emerging materials and broaden the spectrum of material options to cater to the evolving needs of architectural design. ● 樓宇維護：維護保養樓宇設施，重點做好供暖、製冷、通風及空氣調節設施設備的維保，確保安全可靠； ● Building Maintenance and Servicing: Implement a regular maintenance schedule for building facilities, prioritizing heating, cooling, ventilation, and air conditioning equipment to guarantee their operational safety and reliability. ● 節水措施：採取節水措施，實施節水及廢水處理回用的升級工程。 ● Water Conservation Strategies: Adopt water conservation measures and upgrade water-saving technologies, wastewater treatment, and water reuse systems to promote sustainable water management.
轉型風險 Transformation risk	
政策與法律影響 Policy and legal impact	<ul style="list-style-type: none"> ● 綠色宣傳：遵守應對氣候變化的政策並提高企業社會聲譽，有意識地進行公司低碳形象的宣傳，提高企業的綠色信譽度； ● Green Advocacy and Compliance: Adhere to policies addressing climate change to enhance the company's social reputation and consciously promote a low-carbon image, thereby bolstering its green credibility. ● 綠色建築：通過對項目周邊環境與氣候條件的分析，制定綠色建築設計策略，實施精細化的設計手段優化方案，從設計源頭打造健康、環保的居住建築。深圳總部新大樓金蝶雲大廈按照國際綠色建築 LEED 鉑金級、國內綠色建築三星級標準設計，已取得對應認證；長沙園區信創大樓遵循《長沙市「十四五」節能減排綜合工作實施方案》進行管理； ● Green Building Initiatives: Analyze the environmental and climatic conditions of projects to formulate targeted green building design strategies. Implement optimized design methods from the outset to create healthy, environmentally-friendly residential buildings. The new headquarters building in Shenzhen, the Kingdee Cloud Building, adheres to the international green building standard LEED Platinum and the domestic green building three-star standard, having obtained the corresponding certifications. The Changsha campus's Information and Communication Technology Building aligns with the <i>Changsha City 14th Five-Year Plan for Energy Conservation and Emission Reduction Comprehensive Work Implementation Plan</i> for sustainable management.

主要風險類別 Main Risk Categories	風險應對與減緩措施 Risk Responses and Mitigation Measures
	<ul style="list-style-type: none"> ● 政策追蹤：日常對相關軟件服務領域政策進行追蹤，及時對涉及該風險的相關政策進行研究分析； ● Policy Tracking and Analysis: Routinely monitor policies within relevant software service areas and promptly conduct research and analysis on policies that pose potential risks. ● 節能改造：對目前已有設備開展節能、智能化改造，如維修老舊設備、更換經濟的節能低碳設備、智能化能源管理等。 ● Energy-Efficient Renovations: Implement energy-saving and intelligent renovations on existing equipment, including repairs, replacements with economical, energy-efficient, and low-carbon alternatives, and the implementation of intelligent energy management systems.
市場風險 Market risk	<ul style="list-style-type: none"> ● 形象宣傳：遵守相關政策、法規，有意識地進行公司低碳形象的宣傳，提高企業的綠色信譽度與社會聲譽，積極在社區等開展綠化環保宣傳工作，打造企業環保形象； ● Corporate Image Promotion: Comply with relevant policies and regulations, actively promote the company's low-carbon image, and enhance its green credibility and social reputation. Undertake green environmental protection promotional activities in communities to establish an environmentally friendly corporate identity. ● 綠色供應鏈：建立集中採購供應商庫，搭建戰略採購平台，將綠色、環保、低碳要求融入用能設備、辦公耗材、雲服務採購過程中； ● Green Supply Chain Integration: Establish a centralized supplier database and strategic procurement platform, integrating green, environmentally-friendly, and low-carbon requirements throughout the procurement process for energy equipment, office supplies, and cloud services. ● 客戶期望：針對業主和客戶綠色環保需求，採取減碳措施，滿足客戶期望，將客戶環保偏好因素融入產品開發中。 ● Meeting Customer Expectations: Address customer expectations by prioritizing sustainable practices and solutions, ensuring that our products and services align with their environmental and social values.
聲譽風險 Environmental change	<ul style="list-style-type: none"> ● 合規披露：確保信息披露的合法、合規性； ● Compliance Disclosure: Ensure the legality and regulatory compliance of all information disclosures to maintain transparency and integrity in all communications. ● 政策跟蹤：對綠色低碳相關政策進行持續跟蹤，及時對出台政策進行研究分析，調整業務開展方式。 ● Policy Tracking and Analysis: Continuously monitor green and low-carbon-related policies to stay abreast of evolving regulatory frameworks. Promptly research and analyze newly issued policies to identify potential impacts and opportunities, and adjust business development strategies accordingly.

機遇識別和評估

Opportunity Identification and Assessment

機遇類型 Opportunity Type	機遇 Opportunity	機遇影響 Impact
資源效率 Resource Efficiency	<ul style="list-style-type: none"> 採用更高效率的運輸方式 Adopting More Efficient Transportation Methods 使用更高效率的運營方式 Employing More Efficient Operational Practices 資源回收再利用 Resource Recovery and Reuse 轉用更高能效的建築物 Transitioning to More Energy-Efficient Buildings 減少用水量 Reducing Water Consumption 	<ul style="list-style-type: none"> 降低運營成本（如通過提升效率以降低成本） Reducing Operating Costs (e.g., by increasing efficiency to lower costs) 提高固定資產價值（如高效能建築物） Enhancing Fixed Asset Value (e.g., through high-performance buildings)
能源替代 Energy Substitution	<ul style="list-style-type: none"> 清潔能源及可再生能源 Clean and Renewable Energy 參與碳交易市場 Participating in Carbon Trading Markets 	<ul style="list-style-type: none"> 降低運營成本（如使用成本最低的減碳措施） Reducing Operating Costs (e.g., by implementing cost-effective carbon reduction measures) 降低未來化石燃料價格上升的風險 Mitigating the Risk of Future Fossil Fuel Price Increases 降低溫室氣體排放風險，從而降低對碳交易價格變化的敏感度； Reducing Greenhouse Gas Emission Risks, Thereby Decreasing Sensitivity to Carbon Trading Price Fluctuations 名譽提高且產品的需求量上升。 Enhancing Reputation and Increasing Product Demand
產品與服務 Products and Services	<ul style="list-style-type: none"> 開發新產品（比如低碳管理、精益生產管理相關數字化服務等） Developing New Products (e.g., digital services related to low-carbon management, lean production management) 客戶偏好轉變 Changes in Customer Preferences 	<ul style="list-style-type: none"> 通過新的解決方案滿足氣候適應性需求，提高收入 Meeting Climate Adaptation Needs with New Solutions to Increase Revenue 改善競爭地位以反映客戶偏好轉變，提高收入。 Enhancing Competitive Positioning to Reflect Changing Customer Preferences, Thereby Boosting Revenue
市場 Market	<ul style="list-style-type: none"> 新的市場機會 New Market Opportunities 政府政策鼓勵帶來的補貼及其他利好 Subsidies and Other Favorable Policies Encouraged by Government Policies 綠色金融發展帶來的新融資機會 New Financing Opportunities Arising from the Development of Green Finance 	<ul style="list-style-type: none"> 進入新型和新興市場（如與政府、開發銀行合作），提高收入 Entering New and Emerging Markets (e.g., through collaborations with governments, development banks) to Augment Revenue 提高金融資產的多元化程度（如綠色存款），以分散風險。 Increasing the Diversification of Financial Assets (e.g., green deposits) to Mitigate Risks
韌性 Toughness	<ul style="list-style-type: none"> 可再生能源項目及節能措施 Renewable Energy Projects and Energy Conservation Measures 能源替代 / 多元化 Energy Substitution/Diversification 	<ul style="list-style-type: none"> 通過韌性規劃以提高基礎設施、土地、建築物的市場估值； Enhancing the Market Valuation of Infrastructure, Land, and Buildings through Resilience Planning 通過能源替代等方式提高企業的運營韌性。 Improving Operational Resilience through Energy Substitution and Other Measures

機遇管理

Opportunity Management

我們及時抓住綠色發展機遇，積極研發綠色新產品，挖掘新的業務增長點。我們已陸續推出適用於大、中、小型企業的研產供銷一體化管理 SaaS 服務，持續升級工業物聯網平台，賦能製造型企業數字化精益管理。此外，我們在自有物業建設中引入高標準的綠色建築體系，積極採用節能技術，優化能源和資源管理，以適應綠色發展的時代需求。

We are proactive in harnessing green development opportunities, investing in research and development of sustainable, innovative products, and exploring new avenues for business growth. To this end, we have rolled out comprehensive SaaS solutions for research, production, supply, and sales, tailored to cater to the diverse needs of large, medium, and small enterprises. Constantly evolving, our Industrial Internet of Things (IIoT) platform enhances digital lean management practices within manufacturing enterprises. Moreover, we have integrated high-standard green building systems into our property development projects. This involves the active adoption of energy-efficient technologies and the optimization of energy and resource management, ensuring alignment with the current era's demands for sustainable development. Our commitment to green initiatives is testament to our dedication towards environmental conservation and corporate social responsibility.

指標和目標

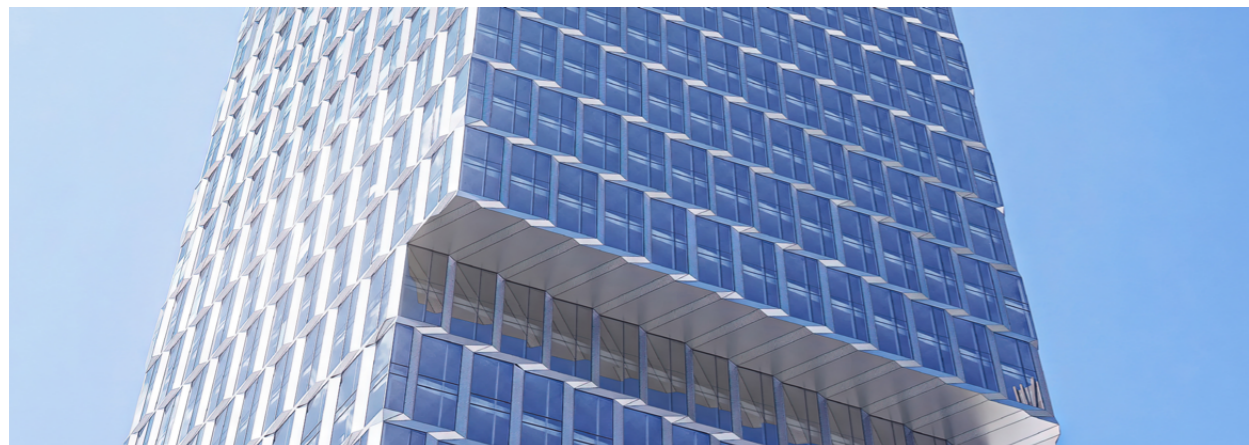
Indicators and Targets

我們每年設定碳排放目標，制定減排措施，密切跟蹤目標達成情況。報告期內，公司自有物業自用部分溫室氣體排放密度（噸二氧化碳當量 / 百萬營業額）為 1.12，同比下降 2.58%，實際電力消耗密度為 1939.98（兆瓦時 / 百萬營業額），同比下降 2.70%，目標達成。

We annually establish carbon emission targets, meticulously craft emission reduction strategies, and meticulously monitor the progress towards achieving these targets. During the reporting period, Self-use portion of company-owned properties' greenhouse gas emission density, expressed as tonnes of carbon dioxide equivalent per million revenue, was 1.12. This represents a year-over-year decrease of 2.58%. Furthermore, the actual electricity consumption density, measured as megawatt-hours per million revenue, was 1939.98, achieving a YoY decrease of 2.70%. These achievements successfully align with our established targets, demonstrating our commitment to environmental sustainability.

注：目標和指標部分數據僅覆蓋自有物業自用部分

Note: The data in the Targets and Indicators section cover only the portion of self-use in owned properties.



溫室氣體排放及能源指標和目標

Greenhouse gas emissions and energy indicators and targets

類別 Category	指標和目標 Indicators and targets
碳排放 Carbon emission	目標 Goal <ul style="list-style-type: none"> ● 2024 年，深圳園區溫室氣體排放密度（噸二氧化碳當量 / 園區自用面積）同比下降 1%；其他園區溫室氣體排放密度（噸二氧化碳當量 / 百萬營業額）同比下降 3%。 ● By 2024, the greenhouse gas emission density (ton of carbon dioxide equivalent/park self use area) in Shenzhen park will decrease by 1% year-on-year; The total greenhouse gas emission density (ton of carbon dioxide equivalent/million revenue) of other parks decreased by 3% year-on-year.
	指標 Indicators <ul style="list-style-type: none"> ● 溫室氣體排放總量 6,379.69 噸二氧化碳當量 ● Total greenhouse gas emissions 6,379.69 (tonnes of carbon dioxide equivalent) ● 溫室氣體排放密度 1.12（噸二氧化碳當量 / 百萬營業額） ● Greenhouse gas emission density 1.12 (tonnes of carbon dioxide equivalent per million revenue) ● 範圍一排放量 96.55（噸二氧化碳當量） ● Scope 1 emissions 96.55 (tonnes of carbon dioxide equivalent) ● 範圍二排放量 6,283.15（噸二氧化碳當量） ● Scope 2 emissions 6,283.15 (tonnes of carbon dioxide equivalent)
	目標 Goal <ul style="list-style-type: none"> ● 2024 年，深圳園區電力使用密度同比下降 1%（千瓦時 / 園區自用面積），其他園區合計電力使用密度同比下降 4%（千瓦時 / 百萬營業額）。 ● By 2024, the electricity usage density in Shenzhen park will decrease by 1% year-on-year (kWh/park self use area), while the total electricity usage density in other parks will decrease by 4% year-on-year (kWh/million revenue).
能源 Energy	指標 Indicators <ul style="list-style-type: none"> ● 電力消耗總量 11,017.26（兆瓦時） ● Total electricity consumption 11,017.26 (megawatt-hours) ● 電力消耗密度 1.94（兆瓦時 / 百萬營業額） ● Electricity consumption density 1.94 (megawatt-hours per million revenue)

碳中和行動

Carbon Neutrality Initiatives

根據《關於進一步加強節能標準更新升級和應用實施的通知》《工業節能管理辦法》等相關法律法規，我們在各個園區制定《節能運行管理制度》《園區環境整治規範》和《無紙化辦公管理規定》等內部減碳管理辦法。報告期內，各園區由總部 ESG 工作小組領導，制定減排方案和措施。

Guided by pertinent laws and regulations, including the *Notice on the Enhancement and Enforcement of Energy Efficiency Standards* and the *Administrative Measures for Industrial Energy Conservation*, we have established a comprehensive suite of internal carbon reduction management frameworks within various industrial parks. These frameworks encompass the *Energy Conservation Operations Management System*, the *Park Environmental Renovation Guidelines*, and the *Paperless Office Management Regulations*. During the reporting period, under the stewardship of the ESG working group headquartered at our main office, tailored emission reduction plans and strategies were devised for each industrial park. The aim was to ensure alignment with global sustainability objectives and to promote a low-carbon, environmentally friendly, and sustainable industrial park operation model.

管理減碳

Management-Driven Carbon Reduction

各園區通過對空調、照明、變壓器等開展日常能耗管理，實現管理減碳。

Each industrial park achieves carbon reduction through daily energy consumption management of air conditioning, lighting, transformers, and other equipment.

空調能耗管理：各園區根據每日氣溫來決定空調是否開啟、開啟後的空調模式、運行空調主機數量，減少無序使用空調造成的電力消耗和冷氣浪費。報告期內，通過優化空調用電管控，深圳園區實現空調能效提升約 3%；上海園區實現按照設備功率計算節電量 75,538.5kWh。

Air Conditioning Energy Management: Industrial parks employ meticulous energy management practices for air conditioning systems. Based on real-time temperature monitoring, parks determine the optimal operational mode and the number of units required, ensuring energy-efficient cooling without wasting resources. During the reporting period, the Shenzhen park achieved a notable 3% improvement in air conditioning energy efficiency, Shanghai Park has achieved a total energy savings of 75,538.5 kWh calculated based on equipment power.

照明能耗管理：嚴格、細緻落實節能巡查和照明巡檢節能機制，根據員工在崗時間科學合理安排照明時間，並按區域規劃照度，避免照度過大造成能源浪費，現有燈泡損壞後立即更換為節能燈。

Lighting Energy Management: Stringent energy audits and lighting inspections are conducted to ensure optimal lighting practices. The lighting schedule is meticulously planned based on employee work hours, and the illuminance levels are carefully calibrated to prevent excessive lighting and associated energy waste. Prompt replacement of damaged bulbs with energy-efficient alternatives is also ensured.

變壓器用電管控：在過渡季節停用 1 台空調變壓器，減少變壓器空載損耗及變壓器基本電費超過 10 萬元。

Transformer Electricity Management: To optimize power usage, during transitional seasons, one air conditioning transformer is decommissioned, effectively reducing no-load losses and minimizing electricity costs exceeding 100,000 RMB.

節能巡查：根據設備、設施巡查細則，加強設備設施巡查力度，每班次定時巡查公共區域設施設備運作情況，定時檢查開關設備，降低能源消耗，由設備負責人監督執行。

Enhanced Energy-Saving Inspections: Strict adherence to equipment and facility inspection protocols is enforced. Regular inspections of public area facilities and equipment are conducted by each shift, focusing on the operational status and switching mechanisms. This ensures minimal energy consumption and is supervised by designated equipment managers.

技術減碳

Technical Carbon Reduction Strategies

各園區定期開展節能改造和設備升級，有效降低能源使用。報告期內，節能改造情況如下。

Multiple industrial parks have implemented comprehensive energy-saving retrofits and equipment upgrades to attain sustainable and effective reduction in energy consumption. The following details outline the specific measures taken during the reporting period:

深圳園區：配電房增設能源管理系統，更換所有計量儀錶，對能耗進行實時管控；地下車庫更換為雷達感應式 LED 節能照明，能耗約減少 25%；更換的 LED 燈數量約為 1,000 隻，照明系統 LED 燈數量占比提升至約 50%。對一期和二期空調冷卻塔進行合併升級改造，已於 2024 年 3 月份投入使用，可有效提升冷水塔能效。

Shenzhen Park: An advanced energy management system has been integrated into the power distribution room, and all metering instruments were replaced to enable real-time monitoring and control of energy usage. The underground parking garage has undergone a transformation, adopting radar-inductive LED energy-saving lighting, which reduce energy consumption by approximately 25%. Approximately 1,000 incandescent lights have been replaced with LED lights, elevating the proportion of LED lighting in the overall system to approximately 50%. The cooling towers for the first and second-phase air conditioning systems have been merged and upgraded. These upgraded towers have begun commence operations in March 2024, significantly enhancing energy efficiency.

長沙園區：根據《長沙市「十四五」節能減排綜合工作實施方案》，整體用電設備為高能效設備。

Changsha Park: In accordance with the *Changsha City's 14th Five-Year Plan for Comprehensive Energy Conservation and Emission Reduction Work Implementation Plan*, all electrical equipment installed in the park adheres to high-efficiency standards. This ensures that all equipment operates at optimal levels, minimizing energy waste and carbon emissions.

上海園區：定期對園區內燈管照明進行巡查，將園區照明系統由白熾日光燈升級改造為節能燈；風機、外圍照明根據季節變化實時調整時控開關控制時間，有效控制和降低電耗。

Shanghai Park: Regularly inspecting the lighting fixtures in the park, upgrade the incandescent daylight lamps in the park lighting system to energy-saving lamps; adjust the time control switch setting of fans and peripheral lighting in real time according to seasonal changes, so as to effectively control and reduce electricity consumption.

數據中心低碳管理

Low-Carbon Management of Data Centers

自有數據中心配置高能效供電系統和冷卻系統，通過虛擬化運營技術，實現能源節約。

Our data centers are equipped with high-efficiency power supply and cooling systems, leveraging virtualization technology to achieve remarkable energy savings.

供電系統：採用 N+1 架構，更新安裝輸入功率因數達 0.999 以上的高能效模塊化 UPS。

Power Supply System: We adopt the N+1 architecture, ensuring redundancy and reliability. High-efficiency modular UPS units with an input power factor exceeding 0.999 are installed and regularly updated, optimizing power utilization.

冷卻系統：使用高效、低噪音變頻空調，提高冷卻效率；封閉隔離熱通道和冷通道，確保冷空氣和熱空氣的有效分離，提高冷卻效果；通過自動控制技術監測室內的溫、濕度，設置溫、濕度上下限，在夜間低負載時自動控制空調的開、關。

Cooling System: We utilize high-efficiency, low-noise variable-frequency air conditioning units to maximize cooling efficiency. Thermal and cold channels are enclosed and isolated, ensuring optimal separation of cold and hot air, thereby enhancing cooling performance. Automatic control technology monitors indoor temperature and humidity, maintaining them within pre-set parameters. This enables intelligent control of air conditioning during low-load periods, such as overnight, further reducing energy consumption.

虛擬化技術：通過虛擬化技術，將物理服務器虛擬成多台虛擬服務器，提高硬件利用率並減少資源浪費。

Virtualization Technology: By leveraging virtualization technology, we transform physical servers into multiple virtual servers. This transformation not only enhances hardware utilization but also minimizes resource waste, thereby contributing to a more sustainable and energy-efficient data center operation.

水資源管理

Water Resources Management

金蝶國際根據《中華人民共和國水法》《中華人民共和國水污染防治法》等相關水資源保護法律規定，制定《水資源管理制度》等相關內部文件，對水資源使用情況做出規範要求。同時，我們每年制定耗水密度下降目標，進行節水管理。

In accordance with relevant laws on water resource protection such as the *Water Law of the People's Republic of China* and the *Water Pollution Prevention and Control Law of the People's Republic of China*, Kingdee has established internal documents such as the *Water Resources Management System* to standardize and regulate water usage. Additionally, we set annual targets for reducing water consumption intensity to ensure effective water conservation management.

2023 年耗水密度目標為同比下降 3%，實際同比下降 2.79%，目標基本達成。

The water consumption density target for 2023 is a year-on-year decrease of 3%, and the actual year-on-year decrease is 2.79%, basically achieving the target.



2024 年，深圳園區用水密度同比下降 1%（噸用水量 / 園區自用面積），其他園區合計同比下降 2%（噸用水量 / 百萬營業額）。

In 2024, the water usage density in Shenzhen park will decrease by 1% year-on-year (ton of water usage/park self use area), while the total water usage in other parks will decrease by 2% year-on-year (ton of water usage/million of revenue).



管理節水

Water Conservation Management

我們通過拓展水源、用水設備節水管理、日常用水管理等方式持續降低用水強度。

We are committed to reducing water intensity through various strategic measures, including the expansion of water sources, the effective management of water-saving equipment, and the implementation of rigorous daily water usage management.

拓展水源：有條件的園區通過購買達標中水、收集雨水用作綠化澆灌，減少新鮮水使用。

Expanding Water Sources: Parks that meet the necessary criteria purchase qualified recycled water and collect rainwater for irrigation purposes, thereby reducing the reliance on fresh water resources.

冷卻塔水耗管理：加強冷卻塔管理，杜絕跑冒滴漏現象，根據空調運行的情況調整冷卻塔開啟台數，達到節水的目的。

Cooling Tower Water Consumption Management: We enhance the management of cooling towers, eliminating water leakage and dripping. We also optimize the number of cooling towers operating based on the demand for air conditioning, aiming to maximize water conservation.

用水巡檢： 建立用水設備台賬，制定巡檢計劃；各部門人員切實做到「義務節能員、義務宣傳員和義務報修員」，後勤部門對滲水、漏水情況進行及時維修。

Water Usage Patrol Inspections: We establish a comprehensive inventory of water equipment and formulate inspection plans. We encourage employees from all departments to play an active role as "voluntary energy savers, promotional staff, and repair reporters." The logistics department ensures prompt repairs of any water seepage or leakage.

日常用水管理： 採用二次用水法或多級用水法，制訂節水型保潔作業流程，使輕度保潔作業在先，重度保潔作業在後，實現一水多用。

Daily Water Management: We adopt the secondary or multi-stage water usage approach, devising water-saving cleaning procedures. This approach prioritizes lighter cleaning tasks before heavier ones, enabling the efficient reuse of water.

水平衡測試： 用水量大的園區每 2 年委託第三方開展水平衡測試，檢測水渠道漏水情況，有效減少園區用水浪費。

Water Balance Testing: Parks with significant water consumption entrust a third-party to conduct water balance testing biennially. This testing identifies potential leaks in water pipelines, effectively minimizing water waste within the park.

技術節水

Technological Approaches to Water Conservation

我們通過用水設備、用水監控設備的持續升級，提升用水效能。

We are committed to continuously upgrading water usage equipment and monitoring devices to enhance water efficiency and conservation efforts.

用水設備升級： 將非節水型水龍頭改裝為節水型水龍頭，調節水龍頭的角閥，使水流量適中，達到節水的目的。對空調冷卻塔進行升級改造，減少水量蒸發。

Equipment Upgrades for Water Conservation: We convert traditional, non-water-efficient faucets to water-saving models, adjusting the angle valves to moderate water flow, thereby achieving significant water conservation. Additionally, we upgrade air conditioning cooling towers to incorporate advanced technologies that reduce water evaporation.

智能水壓監控： 深圳園區增加 4G 雲智能水壓監測報警，水壓異常及時報警處理。

Intelligent Water Pressure Monitoring: In Shenzhen parks, we have implemented cutting-edge 4G cloud-based intelligent water pressure monitoring and alarm systems. These systems enable prompt responses to any water pressure abnormalities, ensuring optimal water usage and conservation.

水耗智能監測： 北京園區對空調等用水量大的設備採用信號模塊檢測，即時監控用水變化。

Smart Water Consumption Monitoring: Beijing parks leverage advanced signal modules to monitor water-intensive equipment, such as air conditioning systems. This approach provides real-time insights into water usage patterns and enables proactive management for optimal water conservation.

排放物管理

Emissions Management

金蝶國際嚴格遵守《中華人民共和國水污染防治法》《中華人民共和國大氣污染防治法》《中華人民共和國固體廢物污染環境防治法》等相關法律法規，制定《廢棄物管理規定》《危險化學品管理程序》《環境因素識別與評價程序》等一系列內部制度，致力於減少運營過程產生的廢棄物，降低廢棄物對環境的影響。同時，我們每年制定排放物 100% 達標排放的目標。

Kingdee strictly adheres to relevant laws and regulations, including the *Water Pollution Prevention and Control Law of the People's Republic of China*, the *Air Pollution Prevention and Control Law of the People's Republic of China*, and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*. To further enhance our environmental stewardship, we have established a comprehensive suite of internal policies, including the *Waste Management Regulations*, the *Dangerous Chemicals Management Procedure*, and the *Environmental Factor Identification and Evaluation Procedure*. Our unwavering commitment is to minimize waste generation during our operations and mitigate its adverse environmental impact. Furthermore, we have set an annual objective of achieving 100% compliance with emission standards, demonstrating our dedication to sustainable practices and environmental preservation.

排放形式及處理清單

Emission Forms and Methodologies Lists

排放物類型及處理方式

Types of emissions and Methodologies Lists

廢水 Waste water

- 排放類型：生活污水、食堂排放的污水。
- Emission Categories: Domestic sewage and sewage originating from the cafeteria.
- 處理方式：源頭控制，杜絕因管理不善導致的跑、冒、滴、漏現象；衛生間排出的污水須經化糞池處理後，排入污水渠道；食堂排出的污水經濾網、隔油池去油後，排入污水渠道；定期開展污水管網的清掏。
- Disposal Methodologies: Implement rigorous source control measures to eliminate any leakage, spilling, dripping, or other uncontrolled discharges resulting from inadequate management practices. Sewage originating from restrooms must undergo septic tank treatment to ensure proper treatment before being discharged into the sewage pipelines. Wastewater from the canteens requires filtering through a strainer and an oil separator to remove oil contaminants prior to discharge into the sewage pipeline. The sewage pipeline network is regularly cleaned and dredged.

- 排放類型：廚房油煙、應急發電機廢氣。
- Emission Categories: Kitchen oil smoke and exhaust gas emitted from emergency generators.

排放物類型及處理方式

Types of emissions and disposal methodologies

廢氣
Waste gas

- 處理方式：廚房設置獨立煙道排煙；發電機工作時產生的廢氣按設備使用要求經過淨化或隔離處理後排出。
- Disposal Methodologies: The kitchen is equipped with dedicated flue exhaust systems to ensure effective ventilation. Additionally, the exhaust gas produced during generator operation undergoes purification or isolation procedures, as specified by equipment usage requirements, prior to discharge, to minimize environmental impact.

一般固體廢棄物
General solid waste

- 排放類型：紙類、塑膠類、金屬類、木頭類等可以回收利用的物品及廢掃把、地拖、吸塵袋、破垃圾袋等無利用價值的物品；各類設備設施修理或更新產生的固體廢棄物；生活垃圾、廚餘垃圾。
- Emission Categories: Recyclable materials such as paper, plastic, metal, and wood; non-recyclable items lacking reuse value, including broken brooms, mops, vacuum cleaner bags, and torn garbage bags; solid waste arising from repairs or updates to various equipment and facilities; household waste, and kitchen waste.
- 處理方式：對固體廢棄物分類並在規定場所存放，指定專人管理，設立提示標識；建立《廢棄物清單》，防止廢棄物亂堆亂放及撒落現象，保持整體環境清潔，由具備資格的機構回收；環保部門每月對廢棄物集中回收、存貯情況進行檢查，對不合格情況指導整改、驗收，檢查結果記錄在《廢棄物檢查記錄表》中。
- Disposal Methodologies: Classify solid waste and store it in designated areas, assign specific personnel for management, and set up reminder signs. Strict labeling must be adhered to. The establishment of a "Waste Inventory" ensures organized storage, prevents indiscriminate stacking, and maintains environmental cleanliness. Qualified institutions are entrusted with recycling the waste. The environmental protection department carries out monthly inspections of the centralized collection and storage facilities, offering corrective guidance and acceptance for any substandard conditions. The inspection outcomes are meticulously documented in the "Waste Inspection Record Form".

危險廢棄物
Hazardous waste

- 排放類型：廢含汞光源、硒鼓、墨盒、廢鉛酸蓄電池、電子及電池廢棄物、燈管等。
- Emission Categories: This includes mercury-containing light sources, toner cartridges, ink cartridges, used lead-acid batteries, electronic waste, battery waste, and light tubes.
- 處理方式：對提供服務、辦公過程中產生的危險固體廢棄物，淘汰、偽劣、過期、失效的危險廢棄化學品集中回收，交由供應商或有資質的危險廢棄物回收站進行回收處理；對於暫不能處理的危險廢棄物，集中存放，指定專人管理，建立《廢棄物清單》，每月對危險廢棄物集中存貯情況進行檢查。
- Disposal Methodologies: Hazardous solid waste arising from service delivery and office operations, along with discarded, falsified, expired, or ineffective hazardous waste chemicals, undergoes meticulous handling. This waste is collected and transferred to reliable suppliers or qualified hazardous waste recycling facilities for recycling and proper treatment. Temporarily non-disposable hazardous waste is securely stored in a designated, centralized location under the supervision of designated personnel. Additionally, a comprehensive "Waste Inventory" is maintained and we inspect the centralized storage of hazardous waste monthly.

綠色建築

Green Building

金蝶國際積極響應國家「雙碳」戰略，新總部大樓「金蝶雲大廈」設計之初，已將健康、安全、環保性能納入其中，目前已獲得 LEED 鉑金預認證和中國綠建三星級認證。

Kingdee has demonstrated a proactive commitment to the national "carbon peaking and carbon neutrality" strategy. Since the inception of its latest headquarters building, "Kingdee Cloud Building," the company has integrated health, safety, and environmental performance considerations into its design. As a result, the building has achieved initial LEED Platinum certification and China Green Building Three-Star certification, signifying its commitment to sustainability and environmental excellence.

綠色設計

Green design

節能幕牆：採用立面設計，53,451 平方米外立面幕牆，甄選三銀 LOW-E 中空玻璃，可見光透射率高達約 95%，更符合鳥類的視覺習慣，且能有效阻隔紫外線輻射，優越的隔熱、降噪功能，有效提高建築的能效。

Energy-saving Curtain Wall: The facade, spanning 53,451 square meters, incorporates three-silver LOW-E insulated glass, boasting a visible light transmittance rate of approximately 95%. This design is more in line with the visual habits of birds and effectively blocks ultraviolet radiation, offers superior thermal insulation and noise reduction capabilities, and significantly enhances the energy performance of the building.

節能電梯系統：配置 20 部瑞士迅達進口高速電梯，皆採用無接觸扶梯，最長候梯時間約 27.5 秒，高峰期候梯時間節省 30%。

Energy-Efficient Elevator System: The building boasts 20 high-speed elevators imported from Schindler Switzerland, all equipped with non-contact escalators. With a peak hour waiting time of approximately 27.5 seconds, this system reduces waiting time by 30%, enhancing efficiency and convenience.

節能空調系統：大廈配備克萊門特磁懸浮空調系統，實現粗、中效過濾和靜電空氣淨化，採用 ECO 模式時潛在節能率約 29%，綜合能效高於廣東省一級標準。

Efficient Air Conditioning System: The building is equipped with a state-of-the-art Clement magnetic levitation air conditioning system, delivering coarse and medium-efficiency filtering as well as electrostatic air purification. Operating in ECO mode, this system achieves an impressive potential energy saving rate of approximately 29%, surpassing the first-level standard set by Guangdong Province.

關鍵績效 Key Performance Indexes

已獲榮譽
Awards ObtainedLEED 鉑金級預認證
LEED Platinum Pre-certification中國綠建三星
China Green Building Three Star
Certification

智能資源管控：目前大廈智能化正在升級改造中，預計 2024 年 5 月份通過 IOT 物聯網平台實現樓宇智能化能源、水資源管理大屏實時顯示。

Intelligent Resource Management and Control: Currently undergoing upgrades and renovations, the building's intelligence is expected to reach new heights by May 2024. Through the integration of the IOT (Internet of Things) platform, real-time monitoring and control of energy and water resources will be achieved through intelligent dashboards, optimizing resource utilization and enhancing operational efficiency.

空中花園：在高出大堂的空間上特別開闢出一個擁有大量綠化的「休閒生活圈」，打造深圳罕有室內空中花園——金蝶公園。

Sky Garden: A unique "leisure living circle" with extensive greening has been meticulously crafted above the lobby, creating a one-of-a-kind indoor sky garden in Shenzhen - Kingdee Park.

綠色建材 Green building materials



建築材料選用均以中國綠建三星、LEED 鉑金認證為標準，綠色建材應用比例不低於 50%。

The selection of building materials adheres strictly to the criteria outlined by China Green Building Three-Star and LEED Platinum certification requirements, ensuring a minimum application ratio of green building materials of 50%.

基礎建材：預拌混凝土、預拌砂漿、輕質內隔牆、門窗玻璃、地板面磚、保溫材料、衛生節具、防水材料、密封材料塗料、壁紙均為具有綠色建材標識認證或有綠色產品認證的材料。

Essential Construction Materials: We utilize ready-mixed concrete, ready-mixed mortar, lightweight internal partitions, doors and windows glass, floor tiles, insulation materials, sanitary fixtures, waterproof materials, sealing materials, paints, and wallpaper, all of which carry green building material identification certification or green product certification.

裝修材料：均滿足國家現行綠色產品評價標準。

Decoration Materials: All meet the current national green product evaluation standards.

用水器具：衛生器具採用具有綠色建材標識認證或有綠色產品認證的產品，用水效率等級達到 1 級。

Water Appliances: Sanitary appliances are selected based on green building material identification certification or green product certification, ensuring water efficiency ratings that meet or exceed Level 1 standards.

照明節能：公共區域的照明系統應採用分區、定時、感應等節能控制；採光區域的照明控制獨立於其他區域的照明控制。

Energy-efficient Lighting Solutions: The lighting system installed in public areas incorporates energy-saving controls, including zoning, timing, and induction techniques. Furthermore, the lighting control in each illuminated area is designed to operate independently, ensuring optimal energy efficiency and control flexibility.

綠色施工 Green construction

排放物嚴格處置：按主管部門要求和地方環保標準對建設過程中的噪音、廢水、廢氣、固體廢棄物的產生及其處理進行嚴格要求和管理。

Rigorous Emission Management: Strict compliance with authorities' directives and local environmental regulations is ensured throughout the construction process, governing the generation and disposal of noise, wastewater, exhaust gas, and solid waste.

生態保護：施工過程中採取有效措施，防治水土流失，防止自然環境的破壞和感染；施工後，及時重建良性的自然生態系統。

Ecological Safeguarding: During construction, proactive measures are undertaken to mitigate soil erosion, safeguard the natural environment from harm and pollution, and promptly reinstate a robust and resilient natural ecosystem upon completion.

噪音控制：大建築施工過程中對所有有聲設備採取噪聲屏蔽設計，安裝相應的消音、隔音、減振設備。

Noise Mitigation: Noise barrier designs are incorporated for all noisy construction equipment, along with the installation of appropriate noise elimination, sound insulation, and vibration reduction equipment.

融入綠色生態 Integrating into green ecology



金蝶雲大廈與自然共享，與周圍生態融為一體，大廈旁邊是大沙河生態長廊綠道，是享譽粵港澳大灣區的生態名片。矗立在金蝶雲大廈上，往下可以俯瞰山、海、河、公園、高爾夫綠地，遠處眺望與灣區繁華共語，下樓可以與自然綠色對話。

Kingdee Cloud Building harmonizes with nature, seamlessly integrating into its surrounding ecology. Strategically situated alongside the renowned Dashahu Ecological Corridor Greenway, a pivotal ecological landmark within the Guangdong-Hong Kong-Macao Greater Bay Area, Kingdee Cloud Building offers breathtaking vistas. From its elevated perch, one can gaze upon the grandeur of mountains, sea, river, park, and golf green, all beneath its feet. Merely a stone's throw away, one can engage in a profound dialogue with nature's verdant hues, experiencing its rejuvenating essence.

展望

Outlook

2024年，是「從心出發，邁向世界一流」新三年戰略的開啟之年，隨著經濟的穩步恢復和市場的不斷擴大，金蝶國際將在新版金蝶哲學的指引下，凝聚全員共識，不斷平衡經濟、社會和環境效益，積極探索可持續發展路徑，為社會創造更加繁榮可持續的未來。

新的一年，我們將持續完善 ESG 管理體系，進一步提高不同層級之間互動透明度，將公司戰略與 ESG 理念緊密結合，持續加強與利益相關方的溝通，攜手利益相關方共同探索行業可持續發展之道。

新的一年，我們將繼續「以客戶為中心」，將世界範圍內的客戶裝在心中，進一步完善質量管理體系、安全管理體系和客戶服務體系，提供世界一流的產品和交付；堅持「AI 優先」，用 AI 原生技術進行顛覆式產品創新，引領行業創新發展；持續攜手利益相關方，共建共享行業可持續發展生態。

2024 marks the commencement of our new three-year strategy, titled "start with the heart and move towards a world-class enterprise". As the economy recovers steadily and the market continues to expand, Kingdee is committed to leading our entire team, guided by our refreshed Kingdee philosophy. Our unified vision is to harmonize economic, social, and environmental benefits, proactively explore sustainable development paths, and contribute to a more prosperous and sustainable future for society.

As we enter the new year, we remain committed to enhancing our ESG management system. Our focus will be on increasing transparency in interactions across all levels, ensuring a seamless alignment between our corporate strategy and ESG principles. Furthermore, we will intensify our stakeholder engagement to jointly explore sustainable development pathways, fostering a more resilient and sustainable future.

We will maintain a customer-centered approach, always keeping our global customers at the forefront of our minds. To deliver world-class products and services, we will enhance our quality management, safety management, and customer service systems. Prioritizing AI, we will leverage AI-native technology for disruptive product innovation, pioneering innovative development within the industry. Furthermore, we will collaborate with stakeholders to foster and sustain a resilient industry ecosystem.

新的一年，我們將繼續踐行環保理念，提高自身應對氣候變化風險的能力，降低自身運營的環境足跡，抓住低碳綠色發展機遇，為客戶提供更多節能降耗的綠色產品和數字化管理平台。

新的一年，我們將繼續以奮鬥者為本，關注員工成長和社區發展，進一步優化金蝶雲課堂平台功能，開發出更多優質的面授課程與線上課程，完善員工職業發展路徑，推出更多有益員工身心的文化活動；繼續資助雅安移民班學子並開拓更多與企業戰略相關的公益活動。

從心出發，世界一流！一個強大中國的背後，一定有一家強大的管理軟件公司，作為中國軟件產業的領導者，金蝶國際深感責任重大、使命光榮，我們會永葆初心，磨礪匠心，堅守信心，攜手更多夥伴，共同實現可持續發展。

In the upcoming year, we will remain steadfast in our commitment to environmental protection principles. We aim to enhance our resilience against climate change risks and minimize our environmental impact through sustainable operations. Additionally, we will capitalize on opportunities for low-carbon green development, offering customers innovative energy-efficient and emission-reducing green products, alongside advanced digital management platforms.

In the forthcoming year, our primary focus will remain on strivers-oriented, fostering employee growth and community development. We aim to further enhance the Kingdee Cloud Classroom platform, expanding its capabilities and offering an array of high-quality face-to-face and online courses. Additionally, we strive to improve career paths for our employees, providing them with opportunities for professional growth. We also plan to initiate more cultural activities that promote the physical and mental well-being of our staff. Furthermore, we remain committed to supporting the Ya'an Immigrant Scholarship Program and developing corporate strategy-aligned public welfare initiatives.

Beginning with our core values, we strive towards achieving world-class excellence. Understanding that a great nation like China demands a formidable management software company, Kingdee, as a pioneer in the software industry, carries a profound sense of responsibility and a noble mission. We will uphold our initial aspirations, refine our craftsmanship, maintain our convictions, and collaborate with numerous partners to pursue sustainable development.



政策列表

List of Policies

Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
A Environment 環境	
<p><i>Environmental Protection Law of the People's Republic of China</i> 《中華人民共和國環境保護法》</p> <p><i>Energy Conservation Law of the People's Republic of China</i> 《中華人民共和國節約能源法》</p> <p><i>Implementation Programme for the 14th Five-Year Plan for Energy Conservation and Emission Reduction in Changsha City</i> 《長沙市「十四五」節能減排綜合工作實施方案》</p> <p><i>Notice on Further Strengthening the Updating, Upgrading and Application of Standards on Energy Conservation</i> 《關於進一步加強節能標準更新升級和應用實施的通知》</p> <p><i>Measures for the Management of Industrial Energy Conservation</i> 《工業節能管理辦法》</p> <p><i>Water Law of the People's Republic of China</i> 《中華人民共和國水法》</p> <p><i>Law of the People's Republic of China on the Prevention and Control of Water Pollution</i> 《中華人民共和國水污染防治法》</p> <p><i>Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution</i> 《中華人民共和國大氣污染防治法》</p> <p><i>Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution</i> 《中華人民共和國固體廢物污染環境防治法》</p>	<p><i>Environmental Operations Management Services Manual</i> 《環境作業管理服務手冊》</p> <p><i>Emergency Response Plan for Disaster Weather Response</i> 《災害性天氣應對應急預案》</p> <p><i>Energy-saving Operation Management System</i> 《節能運行管理制度》</p> <p><i>Park Environmental Improvement Regulations</i> 《園區環境整治規範》</p> <p><i>Paperless Office Management Regulations</i> 《無紙化辦公管理規定》</p> <p><i>Water Resources Management System</i> 《水資源管理制度》</p> <p><i>Waste Management Regulations</i> 《廢棄物管理規定》</p> <p><i>Hazardous Chemicals Management Procedure</i> 《危險化學品管理程序》</p> <p><i>Procedures for Identification and Evaluation of Environmental Factors</i> 《環境因素識別與評價程序》</p> <p><i>List of Waste</i> 《廢棄物清單》</p> <p><i>Waste Inspection Record Sheet</i> 《廢棄物檢查記錄表》</p>
B1 Employment 僱傭	
<p><i>Labor Law of the People's Republic of China</i> 《中華人民共和國勞動法》</p> <p><i>Labor Contract Law of the People's Republic of China</i> 《中華人民共和國勞動合同法》</p> <p><i>Law of the People's Republic of China on the Protection of Minors</i> 《中華人民共和國未成年人保護法》</p>	

Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
<p><i>Special Provisions of the People's Republic of China for the Labour Protection of Female Workers and Employees</i> 《中華人民共和國女職工勞動保護特別規定》</p> <p><i>Employment Promotion Law of the People's Republic of China</i> 《中華人民共和國就業促進法》</p> <p><i>Social Insurance Law of the People's Republic of China</i> 《中華人民共和國社會保險法》</p> <p><i>Provisions on the Prohibition of Using Child Labor of the People's Republic of China</i> 《中華人民共和國禁止使用童工規定》</p> <p><i>Interim Regulations on Labor Dispatch</i> 《勞務派遣暫行規定》</p>	<p><i>Talent Recruitment Management System of Kingdee Group</i> 《金蝶集團人才招聘管理制度》</p> <p><i>Kingdee Job Qualification Management Measures</i> 《金蝶任職資格管理辦法》</p> <p><i>Regulations on the Management of Kingdee Cadres</i> 《金蝶幹部管理條例》</p> <p><i>Kingdee Outsourced Employee Management Measures</i> 《金蝶外包人員管理辦法》</p> <p><i>Management Requirements for Interns in Kingdee Group</i> 《金蝶集團實習生管理要求》</p>
B2 Health and Safety 健康與安全	
<p><i>Labor Law of the People's Republic of China</i> 《中華人民共和國勞動法》</p> <p><i>Fire Control Law of the People's Republic of China</i> 《中華人民共和國消防法》</p> <p><i>Work Safety Law of the People's Republic of China</i> 《中華人民共和國安全生產法》</p> <p><i>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</i> 《中華人民共和國職業病防治法》</p> <p><i>Regulation on Work-Related Injury Insurance</i> 《工傷保險條例》</p>	<p><i>Work Safety Accountability System</i> 《安全生產責任制度》</p> <p><i>Emergency Handling Measures</i> 《突發事件處理辦法》</p> <p><i>Emergency Measures for Fire Response and Disposal</i> 《火災響應與處置應急措施》</p> <p><i>Emergency Measures for Handling Lift Failures</i> 《電梯故障應急處理預案》</p> <p><i>Emergency Measures for Handling Fallen Objects from a Height</i> 《高空墜物處理應急措施》</p> <p><i>Emergency Measures for Handling Traffic Accidents</i> 《交通事故緊急處理預案》</p>

Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
B3 Development and Training 發展及培訓	
	<p><i>Kingdee Job Qualification Management Measures</i> 《金蝶任職資格管理辦法》</p> <p><i>Kingdee Job Standards Model</i> 《金蝶任職標準模型》</p> <p><i>Kingdee Rotation Management Measure</i> 《金蝶輪崗管理辦法》</p> <p><i>Kingdee Mentor Management Measures</i> 《金蝶員工導師管理辦法》</p> <p><i>Management Measures for Kingdee New Employees Training</i> 《金蝶新員工培訓管理辦法》</p> <p><i>Mentor System for New Employees</i> 《新員工入職導師制》</p> <p><i>Kingdee Management Measures for Professional Programs Development</i> 《金蝶專業類課程開發管理辦法》</p> <p><i>Kingdee Management Measures for Lecturers</i> 《金蝶講師管理辦法》</p> <p><i>Kingdee Management Measures for Software Employee Training</i> 《金蝶軟件員工培訓管理辦法》</p> <p><i>Kingdee Management Measures for Employee Professional Skill Training</i> 《金蝶員工專業技能培訓管理辦法》</p> <p><i>Kingdee Leadership Model</i> 《金蝶領導力模型》</p> <p><i>Kingdee Incentive Scheme 2023</i> 《金蝶 2023 年度激勵辦法》</p> <p><i>Kingdee Excellence Selection and Reward Scheme 2023</i> 《2023 年金蝶優秀評選與獎勵辦法》</p> <p><i>Kingdee Remuneration Management Scheme</i> 《金蝶薪酬管理辦法》</p>

Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
	<p><i>Kingdee Payroll Operations Manual</i> 《金蝶薪酬操作手冊》</p> <p><i>Kingdee Management Scheme for Payroll Accounting and Issuance</i> 《金蝶薪酬核算發放管理辦法》</p> <p><i>Kingdee Performance Management Approach (2023)</i> 《金蝶績效管理辦法 (2023) 》</p> <p><i>Kingdee Group Management Measures for Patents</i> 《金蝶集團專利管理辦法》</p>
B5 Supply Chain Management 供應鏈管理	
<p><i>The Bidding Law of the People's Republic of China</i> 《中華人民共和國招標投標法》</p> <p><i>Government Procurement Law of the People's Republic of China</i> 《中華人民共和國政府採購法》</p>	<p><i>Kingdee Rules on Supplier Management</i> 《金蝶供應商管理細則》</p> <p><i>Kingdee Rules on Tendering Management</i> 《金蝶招標管理細則》</p> <p><i>Kingdee Procurement Management System</i> 《金蝶採購管理制度》</p> <p><i>Kingdee Letter of Undertaking for Integrity</i> 《金蝶陽光合作承諾書》</p> <p><i>Kingdee Supplier CSR Code of Conduct</i> 《金蝶供應商 CSR 行為準則》</p> <p><i>Kingdee ISV Partner Joining and Management Measures</i> 《金蝶 ISV 夥伴加盟及管理辦法》</p> <p><i>Kingdee Authorized Service Partner Management Measures</i> 《金蝶授權服務夥伴管理辦法》</p> <p><i>Annual Appraisal Measures for Outstanding Chinese Partners of Kingdee</i> 《金蝶中國合作夥伴年度評優辦法》</p> <p><i>Management Measures for Punishment of Kingdee Ecological Partners in Violation of Rules</i> 《金蝶生態合作夥伴違規處罰管理辦法》</p>
B6 Product Responsibility 產品責任	
	<p><i>Kingdee Management Measures for Client Data Security</i> 《金蝶客戶數據安全管理辦法》</p> <p><i>Information Security Manual for Kingdee's Employees</i> 《金蝶員工信息安全手冊》</p> <p><i>Kingdee Management Measures on Data Security and Personal Information Protection</i> 《金蝶數據安全及個人信息保護管理辦法》</p> <p><i>Cybersecurity Emergency Response Plan</i> 《網絡安全應急預案》</p>

Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
	Kingdee Cloud Security Emergency Response Plan 《金蝶雲安全應急預案》
	Kingdee Management Measures for Security Operation and Maintenance of IT Assets 《金蝶 IT 資產安全運維管理辦法》
	Kingdee Management Measures for Research and Development of Product Security 《金蝶產品安全研發管理辦法》
	Kingdee Management Measures for Internet Security Operation and Maintenance 《金蝶互聯網安全運維管理辦法》
Cybersecurity Law of the People's Republic of China 《中華人民共和國網絡安全法》	Internal Audit Report on Information Security 《信息安全內審報告》
Data Security Law of the People's Republic of China 《中華人民共和國數據安全法》	Operational Mechanisms of the Product Safety and First Responder Team (PSIRT) of Kingdee China 《金蝶中國產品安全與應急響應團隊 (PSIRT) 運作機制》
Personal Information Protection Law of the People's Republic of China 《中華人民共和國個人信息保護法》	Kingdee China Knowledge Management Measures 《金蝶中國知識管理辦法》
E-Commerce Law of the People's Republic of China 《中華人民共和國電子商務法》	Kingdee Sales Service Partner Management Measures 《金蝶營銷合作夥伴管理辦法》
Copyright Law of the People's Republic of China 《中華人民共和國著作權法》	Kingdee Management Measures for Patents 《金蝶集團專利管理辦法》
Patent Law of the People's Republic of China 《中華人民共和國專利法》	Kingdee Group Measures for the Administration of Copyright 《金蝶集團著作權管理辦法》
Trademark Law of the People's Republic of China 《中華人民共和國商標法》	Kingdee Group Measures for the Management of Trademarks 《金蝶集團商標管理辦法》
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》	Kingdee Quality Management Standards for New Applications 《金蝶新申請質量管理規範》
Advertising Law of the People's Republic of China 《中華人民共和國廣告法》	Kingdee OA Quality Management Regulations 《金蝶 OA 質量管理規範》
Law of the People's Republic of China on Consumer Protection 《消費者合法權益保護法》	Kingdee Intellectual Property Rights Protection Guidelines 1.0 《金蝶知識產權維權指引 1.0》
	Kingdee Safety Management Standards for Open Sources and Third Party Software 《金蝶開源及第三方軟件安全管理規範》
	Kingdee Management Measures for Customer Success Service and Product Sales 《金蝶客戶成功服務產品銷售管理辦法》

Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
	Kingdee Management Measures for Processing Customer Work Orders 《金蝶客戶工單處理管理辦法》
	Kingdee Product Fault Light Response Protocol 《金蝶產品故障按燈響應處理辦法》
	Kingdee Customer Complaint Management Regulations 《金蝶客戶投訴管理辦法》
	Measures for Rewards and Punishments for Customer Feedbacks on Xu Shaochun's Personal WeChat Public Account 《徐少春個人號客戶反饋獎懲辦法》
	Kingdee Management Measures for Customer Success Service Sales 《金蝶客戶成功服務銷售管理辦法》
	Kingdee Customer Success Transparent Service Standards 《金蝶客戶成功陽光服務規範》
	Kingdee Customer Work Order Processing Standard and Operation Guidelines 《金蝶客戶工單處理規範及操作指引》
B7 Anti-Corruption 反貪污	
Criminal Law of the People's Republic of China 《中華人民共和國刑法》	Kingdee Disciplinary Regulations 《金蝶紀律處分條例》
	Guidelines on Reporting Special Matters of Conflict of Interest 《關於利益衝突特殊事項申報指引》
	Kingdee Letter of Undertaking for Integrity 《金蝶陽光合作承諾書》
	Kingdee Code of Business Conduct 《金蝶商業行為準則》
	Guidelines on Reporting Matters of Part-time Jobs in Government and Social Organizations 《關於政府及社會團體組織兼職事項申報指引》
	Trade Secrets Management Measures 《金蝶商業秘密管理辦法》
	Kingdee Partner Agreement 《金蝶合作夥伴協議》
	ISV Partner Agreement 《ISV 合作夥伴協議》

關鍵績效指標列表

List of Key Performance Indexes

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據
A1. Emissions 排放物				
A1.2 Quantitative greenhouse gas indicators 溫室氣體量化指標				
Floor area for self-use of property 物業自用建築面積	m ² 平方米	96,680	88,824.63	89,265.21
Office leased area 辦公租賃面積	m ² 平方米	35,624.50	30,434.18	-
Revenue 營收	million RMB 百萬元	5,679.07	4865.77	4174.15
Greenhouse gas emission (Scope 1 & Scope 2) 溫室氣體排放量 (範疇一 & 範疇二)	Tonnes of CO ₂ e 噸二氧化碳當量	7,452.59	6,583	6,690
Greenhouse gas emission intensity (per million business volume) 溫室氣體排放密度 (每百萬營業額)	Tonnes of CO ₂ e/million operating revenue 噸二氧化碳當量 / 百萬營業額	1.31	1.35	1.60
Greenhouse gas emission intensity (per m ²) 溫室氣體排放密度 (每平方米)	Tonnes/m ² 噸 / 平方米	0.05	0.06	0.07
A1.3 Hazardous wastes 有害廢棄物				
Waste lamps 廢舊燈管	Kg	110.99	-	-
Waste battery 廢電池	Kg	40.66	-	-
Waste paints and solvents 廢油漆和溶劑	Kg	159.00	-	-
Waste printer cartridges 廢打印機墨盒	Kg	211.44	-	-
Total other hazardous waste 其他有害廢棄物總量	Kg	1	-	-
A1.4 Non-hazardous waste 無害廢棄物				
Total domestic waste 生活垃圾總量	Tonnes 噸	596.10	-	-
Total food waste 廚餘垃圾總量	Tonnes 噸	68.30	-	-

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據
Total waste office supplies 報廢辦公用品總量	Kg	29.90	-	-
Total renovation waste 裝修廢棄物總量	Kg	100	-	-
Total recyclable waste 可回收廢棄物總量	Kg	8,292	-	-
Other non-hazardous waste 其他無害廢棄物總量	Kg	86	-	-
A1.4 Recyclable waste 可回收廢棄物				
Waste Cardboard Cartons 廢棄紙板紙箱	Kg	6,828	-	-
Waste Plastic 廢塑料	Kg	624	-	-
Waste Metal 廢金屬	Kg	120	-	-
Scrap Equipment 報廢設備	Kg	11	-	-
A2. Use of resources 資源使用				
A2.1 Total energy consumption 能源總耗量				
Petrol for Owned Vehicles 自有車輛用汽油	Litre 升	155,768.40	166,329	209,289
Fuel consumption for standby diesel generators 備用柴油發電機用油量	Kg	44.72	25	-
Natural gas for own restaurants 自有餐廳用天然氣	m ³ 立方米	1,200	-	-
Purchased grid electricity consumption 外購電網用電量	kWh 千瓦時	12,427,601.41	10,855,098	10,155,040
Electricity use intensity 耗電強度	kWh/million operating revenue 千瓦時 / 百萬營業額	2,188.32	2,230.91	2,432.84
	kWh/m ² 千瓦時 / 平方米	93.93	91.02	113.76
A2.2 Water consumption 水資源消耗量				
Municipal Purchased Water 市政購水量	m ³ 立方米	96,870	85,377	164,222

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據	
Water use intensity 用水密度	m ³ /m ² 立方米 / 平方米	1.00	0.96	1.84	
	m ³ /million operating revenue 立方米 / 百萬營業額	17.06	17.55		
Waste water Discharge 廢水排放量	m ³ 立方米	42,820.70	-	-	
Repeated water consumption 重複用水量	m ³ 立方米	13,233	-	-	
<p>備注：</p> <p>Note 1: We used the operational control approach to calculate greenhouse gas emissions. The data covers emission generated within Kingdee's business, and does not include those from the rental portion of owned properties. The measurement standard is ISO14064-1:2018, and the electricity emission factor is the latest China national average grid emission factor of 0.5703t CO₂/MWh;</p> <p>注 1：我們使用營運控制權法對溫室氣體排放量進行測算，測算結果包含金蝶業務範圍內所產生數據，不包含自有物業出租部分產生的排放。測算標準為 ISO14064-1: 2018，電力排放係數為中國最新全國平均電網排放因子 0.5703t CO₂/MWh；</p> <p>Note 2: Petrol for own vehicles is the data from Kingdee's business operation, including the data of the leased portion and the portion of owned properties for own use;</p> <p>注 2：自有車輛用汽油為金蝶業務運營數據，包含租賃部分和自有物業自用部分數據；</p> <p>Note 3: Grid electricity consumption including data from Kingdee's business operation, including the data of the leased portion and the portion of owned properties for own use;</p> <p>注 3：外購電網用電量為金蝶業務運營數據，包含租賃部分和自有物業自用部分數據；</p> <p>Note 4: Except for the data specified above, the rest of the environmental data comes from Kingdee's own property for its own use.</p> <p>注 4：除上述特別說明的數據外，其餘環境數據均來自金蝶自有物業自用部分，不包括租賃部分。</p>					
B1. Employment 僱傭					
B1.1 Total workforce by gender, employment type, age group and geographical region 按性別、僱傭類型、年齡組別及地區劃分的雇員總數					
Total number of employees 員工總人數	Person 人	12,348	12,036	11,588	
By gender 按性別劃分	Males 男性員工數	Person 人	7,950	7,789	7,579
	Females 女性員工數	Person 人	4,398	4,247	4,009
By employment type 按僱傭類別劃分	Full-time staff 正編員工	Person 人	12,348	-	-
	Internships (not counted in the total) 實習員工（未計入總人數）	Person 人	455	-	-

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據	
Outsourced staff (labour dispatch, not counted in the total) 外包員工（勞務派遣，未計入總人數）	Person 人	243	-	-	
By educational background 按學歷劃分	Associate degree and below 專科及以下	Person 人	1,049	1,112	1,245
	Bachelor's Degree 本科	Person 人	10,218	9,891	9,441
	Master's degree and above 碩士及以上	Person 人	1,081	1,033	902
By age 按年齡劃分	Aged 29 and below 29 歲及以下	Person 人	4,895	4,589	5,033
	Aged 30-49 30-49 歲	Person 人	7,264	7,246	6,437
	Aged 50 and above 50 歲及以上	Person 人	189	201	118
By geographical region 按地區劃分	Mainland China 中國大陸	Person 人	12,301	11,995	11,542
	Hongkong, Macau & Taiwan 港澳台	Person 人	47	40	45
	Overseas 海外	Person 人	0	1	1
Maternity leave 生育假	Employees on maternity leave, pending maternity leave 處於產假、待產假的雇員人數	Person 人	133	194	61
	Staff back to work after maternity leave 產假後復職的雇員人數	Person 人	227	147	178
Other type 其他	Percentage of vacant positions filled by internal staff 內部員工所填補的空缺職位的百分比	%	36.20	-	-

ESG Indicators ESG 指標		Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據
B1.2 Employee turnover rate by gender, age group, and geographical region 按性別、年齡組別及地區劃分的僱員流失比率僱員					
Employee turnover rate for the year 本年度員工流失率		%	16.26	-	-
By gender 按性別劃分人員 流失人數	Males 男性員工數	Person 人	1,324	1,642	1,975
	Females 女性員工數	Person 人	637	733	949
By age 按年齡劃分人員 流失人數	Aged 29 and below 29 歲及以下	Person 人	1,171	1,138	1,708
	Aged 30-49 30-49 歲	Person 人	777	1,223	1,199
	Aged 50 and above 50 歲及以上	Person 人	13	14	17
By geographical region 按地區劃分人員 流失人數	Mainland China 中國大陸	Person 人	1,955	2,356	2,905
	Hongkong, Macau & Taiwan 港澳台	Person 人	6	19	18
	Overseas 海外	Person 人	0	0	1
By mode of attrition 按流失方式	Voluntary separation rate 自願離職率	%	11.30	-	-
	Involuntary separation rate 非自願離職率	%	4.90	-	-
Number of entrants during the year 本年度入職人數		Person 人	2,346	2,823	3,851
By gender 按性別劃分入職 人數	Males 男性員工	Person 人	1,544	1,852	2,487
	Female 女性員工	Person 人	802	971	1,364
By age 按年齡劃分入職 人數	Aged 29 and below 29 歲及以下	Person 人	1,519	1,738	2,565
	Aged 30-49 30-49 歲	Person 人	823	1,081	1,282
	Aged 50 and above 50 歲及以上	Person 人	4	4	4

ESG Indicators ESG 指標		Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據
By geographical region 按地區劃分入職人 數	Mainland China 中國大陸	Person 人	2,334	2,809	3,829
	Hong Kong, Macao and Taiwan 港澳台	Person 人	12	14	22
	Overseas 海外	Person 人	0	0	0
Retiree 退休人員	Number of eligible employees to retire in the next five years 未來五年內合資格 退休的僱員人數	Person 人	78	33	33
B2. Health and Safety 健康與安全					
Number of work-related deaths 因工作關係死亡人數		Person 人	0	0	0
Total number of days lost due to work-related injuries 因工傷損失工作日數		Person 天	25	29	55
Coverage of medical examinations of employees 僱員體檢覆蓋率		%	100	100	-
Number of security emergency drills 安全應急演練次數		Person 次	12	15	-
B3. Development and Training 發展與培訓					
B3.1 Number of employee trained by gender, employee type, and training type 按性別及僱員類別劃分受訓僱員					
Total number of employees trained 受訓僱員總數		Person 人	13,032	12,573	5,385
By gender 按性別劃分	Males 男性員工受訓人數	Person 人	8,294	8,423	2,926
	Females 女性員工受訓人數	Person 人	4,738	4,150	2,459
By employee type 按僱員類別劃分	Managerial staff 管理線員工	Person 人	1,569	1,282	515
	Specialty staff 專業線員工	Person 人	11,463	11,291	4,870

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據	
By training type 按接受的培訓類型劃分	Leadership Training 領導力培訓	Person 人	1,569	1,282	340
	Job Qualification Training 任職資格培訓	Person 人	3,169	5,923	203
	New Employee Training 新員工培訓	Person 人	2,320	1,625	1,188
	Featured Special Training 特色專項培訓	Person 人	4,140	3,743	3,654
Percentage of employees trained 受訓僱員百分比	%	100	-	-	
By gender 按性別劃分	Males 男性員工	%	100	-	-
	Females 女性員工	%	100	-	-
By employee type 按僱員類別劃分	Managerial staff 管理線員工	%	100	-	-
	Specialty staff 專業線員工	%	100	-	-
By training type 按接受的培訓類型劃分	Leadership Training 領導力培訓	%	100	-	-
	Job Qualification Training 任職資格培訓	%	100	-	-
	New Employee Training 新員工培訓	%	100	-	-
	Featured Special Training 特色專項培訓	%	31.80	-	-
	Training on the Code of Business Ethics 商業道德準則培訓	%	100	-	-
B3.2 Number of hours of training for employees by gender and employee category 按性別及僱員類別劃分，僱員的受訓時數					
Total training hours of the staff 僱員的受訓時數	Hours 小時	211,245	138,309	36,697	
By gender 按性別劃分	Total training hours for male employees 男性員工受訓總時長	Hours 小時	134,443	92,653	20,679

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據	
	Total training hours for female employees 女性員工受訓總時長	Hours 小時	76,802	45,656	16,018
By employee type 按僱員類別劃分	Total training hours for managerial staff 管理線員工受訓總時長	Hours 小時	16,186	19,230	9,507
	Total training hours for specialty staff 專業線員工受訓總時長	Hours 小時	195,059	119,079	27,190
By training type 按接受的培訓類型劃分	Leadership Training 領導力培訓	Hours 小時	18,619	19,230	293
	Job Qualification Training 任職資格培訓	Hours 小時	138,446	83,475	104
	New Employee Training 新員工培訓	Hours 小時	41,760	24,375	155
	Featured Special Training 特色專項培訓	Hours 小時	12,420	11,229	160
Average hours of training for employees 僱員的受訓平均時數	Hour/person 小時 / 人	16.20	11.49	6.81	
By gender 按性別劃分	Average hours of training for male employees 男性員工受訓平均時數	Hour/person 小時 / 人	16.20	11.90	7.07
	Average number of hours of training for female employees 女性員工受訓平均時數	Hour/person 小時 / 人	16.20	10.75	6.51
By employee type 按僱員類別劃分	Average hours of training for managerial staff 管理線員工受訓平均時數	Hour/person 小時 / 人	10.30	12.92	18.46
	Average hours of training for specialty staff 專業線員工受訓平均時數	Hour/person 小時 / 人	17	11.29	5.58
	Leadership Training 領導力培訓	Hour/person 小時 / 人	11.90	-	-

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據	
By training type 按接受的培訓類型劃分	Job Qualification Training 任職資格培訓	Hour/person 小時 / 人	12	-	-
	New Employee Training 新員工培訓	Hour/person 小時 / 人	18	-	-
	Featured Special Training 特色專項培訓	Hour/person 小時 / 人	1	-	-
	Training on the Code of Business Ethics 商業道德準則培訓	Hour/person 小時 / 人	1	-	-
B3.2 Employee satisfaction indicators 員工滿意度指標					
Employee satisfaction & engagement: GPS(global pulse survey) 員工滿意度 & 敬業度	%	88.72	86.93	-	
B5. Supplier management 供應商管理					
B5.1 Number of vendors by geographical region 按地區劃分的供應商數目					
Number of Chinese suppliers 中國供應商數目	Group 家	459	348	352	
Number of overseas suppliers 海外供應商數目	Group 家	0	0	0	
B5.2 Number of supplier ESG management practices implemented 執行供應商 ESG 管理慣例的數目					
Number of suppliers signing the <i>Supplier Sunshine Purchasing Agreement</i> 簽署《供應商陽光採購協定》的供應商數量	Group 家	459	-	-	
Number of suppliers signing the <i>Supplier CSR Code of Conduct</i> 簽署《供應商 CSR 準則》的供應商數量	Group 家	182	-	-	
B6. Product Responsibility 產品責任					
B6.1 Percentage of total products sold or shipped that are subject to recall for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比					
Number of quality accidents identified 質量事故認定數	Case 宗	9	6	4	

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據	
B6.2 Number of complaints received about products and services and how they were responded 接獲關於產品及服務的投訴數目以及應對方法					
Total complaints 投訴總數	Case 宗	217	393	683	
By means of complaint 按投訴方式劃分	Complaints hotline 投訴電話	Case 宗	143	311	541
	Complaints email 投訴郵件	Case 宗	7	8	6
	Official letter 公函	Case 宗	1	2	3
	Weibo 微博	Case 宗	0	0	0
	President's mailbox 總裁信箱	Case 宗	0	0	0
	Xu Shaochun's personal WeChat public account 徐少春個人公眾號	Case 宗	58	65	133
	Online customer Service 線上客服	Case 宗	8	6	0
	Consumer complaint platform 消費投訴平台	Case 宗	0	1	0
	Customer service indicator 客戶服務指標	Score of customer satisfaction survey 客戶滿意度調查得分	%	91.40	85
Customer service closure rate 客戶問題解決率		%	99.50	97	-
Community DAU 社群日活量		Ten thousand times 萬次	40	28.90	-
B6.3 Practices relating to the defence and protection of intellectual property rights 與維護及保障知識產權有關的慣例					
Number of new patent applications 新增申請專利數量	Pcs 件	152	278	-	
Accumulated number of applications for patents 累計申請專利數量	Pcs 件	2,405	2,253	-	

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據
Number of new patents granted 新增授權專利數量	Pcs 件	53	112	-
Accumulated number of granted patents 累計獲得授權專利數量	Pcs 件	946	893	-
Number of new software copyright applications 新增軟件著作權申請數量	Pcs 件	145	-	-
Number of new software copyrights obtained 新增軟件著作權獲得數量	Pcs 件	154	-	-
Cumulative number of software copyrights obtained 累計獲得軟件著作權數量	Pcs 件	1,075	-	-
Total amount of pecuniary damage caused by legal proceedings related to the regulation of anti-competitive behaviours 與反競爭行為條例相關的法律訴訟所造成的金錢損失總額	Ten thousand RMB 萬元人民幣	0	-	-
Privacy protection and data security 隱私保護與數據安全				
Number of requests for user information received from government or law enforcement agencies in the year 年度從政府或執法機構收到的用戶信息提供請求的次數	Times 次	0	-	-
Number of user requests for information from government or law enforcement agencies in the year 年度被政府或執法機構要求提供信息的用戶數量	Entity 個	0	-	-
Percentage of requests for client information received from government or law enforcement agencies that resulted in disclosure of user information in the year 年度從政府或執法機構收到的客戶信息請求次數中導致披露用戶信息次數百分比	%	0	-	-
Number of users whose information was used for secondary purposes other than to complete the service 信息被用於為完成服務之外的第二目的的用戶數量	Entity 個	0	-	-
Total amount of monetary damages resulting from lawsuits related to user privacy 因與用戶隱私相關的法律訴訟而造成的金錢損失總額	Ten thousand RMB 萬元人民幣	0	-	-
Number of annual data breaches 年度數據洩露數量	Items 條	0	-	-
Percentage of annual number of data breaches involving personally identifiable information 年度數據洩露數量中涉及個人身份信息的百分比	%	0	-	-
Number of users affected in annual data breaches 年度數據洩露中受影響的用戶數量	Entity 個	0	-	-

ESG Indicators ESG 指標	Unit 單位	2023 Data 2023 年數據	2022 Data 2022 年數據	2021 Data 2021 年數據
B7. Anti-corruption 反舞弊				
B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period 於匯報期內對發行人或其雇員提出並已審結的貪污訴訟案件的數目				
Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period 於匯報期內對發行人或其雇員提出並已審結的貪污訴訟案件的數目	Case 件	0	10	0
B7.3 Anti-corruption training 反貪污培訓				
Total number of people participating in anti-corruption training 參與反貪污培訓的總人數	Person 人	1,260	4,285	-
Number of employees participating in the anti-corruption training 參與反貪污培訓的員工人數	Person 人	1,253	4,283	10,318
Number of directors participating in the anti-corruption training 參與反貪污培訓的董事人數	Person 人	7	2	2
Number of hours of employees' participation in the anti-corruption training 員工參與反貪污培訓的小時數	Hours 小時	23	6,507	6,018
Number of hours of anti-corruption training attended by directors and executives 董事及高管參與反貪污培訓的小時數	Hours 小時	23	9	2
Number of employees who have signed undertaking for compliance with anti-corruption policies 簽字承諾遵守反貪污政策的員工人數	Person 人	12,000	2,823	-
B8.2 Resources utilized in the focused scope 在專注範疇所動用資源				
Total amount invested in public welfare activities 公益活動捐款投入總金額	RMB 元人民幣	1,300,000	1,824,600	80,000

全球報告倡議組織 (GRI) 準則內容索引

Index to Codes of Global Reporting Initiative (GRI) – Core Options

使用說明

Instructions for use

金蝶國際在 2023 年 1 月 1 日至 2023 年 12 月 31 日參照 GRI 標準報告了在此份 GRI 內容索引中引用的信息。

Kingdee reported the information cited in this GRI Content Index from January 1, 2023 to December 31, 2023 by reference to the GRI Standards.

使用的 GRI1 標準

GRI1 standards utilized

GRI1: 基礎 2021

GRI1: Foundation 2021

Disclosure 披露項	Corresponding Section 對應章節
GRI2: General Disclosure 2021 一般披露 2021	
2-1	Organizational details 組織詳細情況 About Kingdee 關於金蝶國際
2-2	Entities included in the organization's sustainability reporting 納入組織可持續發展報告的實體 About Kingdee 關於金蝶國際
2-3	Reporting period, frequency and contact point 報告期、報告頻率和聯絡人 About This Report 關於本報告
2-6	Activities, value chain and other business relationships 活動、價值鏈和其他業務關係 About Kingdee 關於金蝶國際
2-7	Employees 員工 Recruitment 員工招聘
2-8	Workers who are not employees 員工之外的工作者 Recruitment 員工招聘
2-9	Governance structure and composition 管治架構和組成 Sustainable Development Management 可持續發展管理 Board Diversity 董事會多元化
2-10	Nomination and selection of the highest governance body 最高管治機構的提名和遴選 Sustainable Development Management 可持續發展管理 Board Diversity 董事會多元化
2-11	Chair of the highest governance body 最高治理機構主席 Sustainable Development Management 可持續發展管理

Disclosure 披露項	Corresponding Section 對應章節
2-12	Role of the highest governance body in overseeing the management of impacts 在管理影響方面，最高管治機構的監督作用 Sustainable Development Management 可持續發展管理 Risk Management 風險管理
2-13	Delegation of responsibility for managing impacts 為管理影響的責任授權 Statement of the Board 董事會聲明 Sustainable Development Management 可持續發展管理
2-14	Role of the highest governance body in sustainability reporting 最高管治機構在可持續發展報告中的作用 Statement of the Board 董事會聲明
2-16	Communication of critical concerns 關鍵問題的溝通 Sustainable Development Management 可持續發展管理
2-17	Collective knowledge of the highest governance body 最高管治機構的共同知識 Sustainable Development Management 可持續發展管理
2-18	Evaluation of the performance of the highest governance body 對最高管治機構的績效評估 Sustainable Development Management 可持續發展管理
2-19	Remuneration policies 薪酬政策 Employee Incentive 員工激勵
2-20	Process to determine remuneration 確定薪酬的程序 Employee Incentive 員工激勵
2-22	Statement on sustainable development strategy 關於可持續發展戰略的聲明 Statement of the Board 董事會聲明
2-23	Policy commitments 政策承諾 About This Report 關於本報告 Statement of the Board 董事會聲明 Sustainable Development Management 可持續發展管理
2-24	Embedding policy commitments 融合政策承諾 Sustainable Development Management 可持續發展管理
2-25	Processes to remediate negative impacts 補救負面影響的程序 Business Ethics and Integrity 商業道德與誠信 Addressing Climate Change 應對氣候變化
2-26	Mechanisms for seeking advice and raising concerns 尋求建議和提出關切的機制 Business Ethics and Integrity 商業道德與誠信

Disclosure 披露項		Corresponding Section 對應章節
2-27	Compliance with laws and regulations 遵守法律法規	Business Ethics and Integrity 商業道德與誠信
2-29	Approach to stakeholder engagement 利益相關方參與的方法	Sustainable Development Management 可持續發展管理
GRI 3: Material Topics 2021 實質性議題 2021		
3-1	Process to determine material topics 確定實質性議題的過程	Sustainable Development Management 可持續發展管理
3-2	List of material topics 實質性議題清單	Sustainable Development Management 可持續發展管理
3-3	Management of material topics 實質性議題的管理	Sustainable Development Management 可持續發展管理
GRI201: Economic Performance 2016 經濟績效 2016		
201-1	Direct economic value generated and distributed 直接產生和分配的經濟價值	Kingdee in 2023 我們的 2023 List of Key Performance Indexes 關鍵績效指標列表
201-2	Financial implications and other risks and opportunities due to climate change 氣候變化帶來的財務影響以及其他風險和機遇	Addressing Climate Change 應對氣候變化
201-3	Defined benefit plan obligations and other retirement plans 固定福利計劃義務和其他退休計劃	Employee Care 員工關懷
GRI203: Indirect Economic Impact 2016 間接經濟影響 2016		
203-1	Infrastructure investments and services supported 基礎設施投資和支持性服務	Green Building 綠色建築
203-2	Significant indirect economic impacts 重大間接經濟影響	Sustainable Development Management 可持續發展管理 World-class Ecosystem 世界一流的生態 World-class Reputation 世界一流的口碑
GRI 205: Anti-corruption 2016 反腐敗 2016		
205-1	Operations assessed for risks related to corruption 已進行腐敗風險評估的運營點	Business Ethics and Integrity 商業道德與誠信
205-2	FCommunication and training about anti-corruption policies and procedures 反腐敗政策和程序的傳達及培訓	Business Ethics and Integrity 商業道德與誠信

Disclosure 披露項		Corresponding Section 對應章節
205-3	Confirmed incidents of corruption and actions taken 經確認的腐敗事件和採取的行動	Business Ethics and Integrity 商業道德與誠信
GRI 206: Anti-competitive Behavior 反競爭行為		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices 針對不當競爭行為、反托拉斯和反壟斷實踐的法律訴訟	List of Key Performance Indexes 關鍵績效指標列表
GRI 302: Energy 2016 能源 2016		
302-1	Energy consumption within the organization 組織內部的能源消耗量	List of Key Performance Indexes 關鍵績效指標列表
302-3	Energy intensity 能源強度	List of Key Performance Indexes 關鍵績效指標列表
302-4	Reduction of energy consumption 降低能源消耗量	Addressing Climate Change 應對氣候變化
302-5	Reductions in energy requirements of products and services 降低產品和服務的能源需求量	Addressing Climate Change 應對氣候變化
GRI 303: Water and Effluents 2018 水資源和污水 2018		
303-1	Interactions with water as a shared Resource 組織與水作為共有資源的相互影響	Water Resources Management 水資源管理
303-2	Management of water discharge-related impacts 管理與排水相關的影響	Water Resources Management 水資源管理
303-3	Water withdrawal 取水	Water Resources Management 水資源管理
303-4	Water discharge 排水	Water Resources Management 水資源管理
303-5	Water consumption 耗水	Water Resources Management 水資源管理
GRI 305: Emissions 2016 排放 2016		
305-1	Direct (Scope 1) GHG emissions 直接（範圍 1）溫室氣體排放	List of Key Performance Indexes 關鍵績效指標列表
305-2	Energy indirect/Scope 2 GHG emissions 能源間接（範圍 2）溫室氣體排放	List of Key Performance Indexes 關鍵績效指標列表

Disclosure 披露項		Corresponding Section 對應章節
305-4	GHG emissions intensity 溫室氣體排放強度	List of Key Performance Indexes 關鍵績效指標列表
305-5	Reduction of GHG emissions 溫室氣體減排量	List of Key Performance Indexes 關鍵績效指標列表
GRI 306: Effluents and Waste 2016 廢棄物 2020		
306-1	Waste generation and significant waste-related impacts 廢棄物的產生及廢棄物相關重大影響	Emissions Management 排放物管理
306-2	Actions taken to prevent waste generation 廢棄物相關重大影響的管理	Emissions Management 排放物管理
306-3	Composition of waste generated 產生的廢棄物	Emissions Management 排放物管理
306-4	Recovery operations used to divert waste from disposal 從處置中轉移的廢棄物	Emissions Management 排放物管理
306-5	Disposal operations 進入處置的廢棄物	Emissions Management 排放物管理
GRI 308: Supplier Environmental Assessment 2016 供應商環境評估 2016		
308-1	New suppliers that were screened using environmental criteria 使用環境評價維度篩選的新供應商	World-class Ecosystem 世界一流的生態
308-2	Negative environmental impacts in the supply chain and actions taken 供應鏈的負面環境影響以及採取的行動	World-class Ecosystem 世界一流的生態
GRI 401: Employment 2016 僱傭 2016		
401-1	New employee hires and employee Turnover 新進員工僱傭率和員工流動率	Recruitment 員工招聘
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees 提供給全職員工（不包括臨時或兼職員工）的福利	Employee Care 員工關懷
401-3	Parental leave 育兒假	Employee Care 員工關懷
GRI 403: Occupational Health and safety 2018 職業健康與安全 2018		
403-1	Occupational health and safety management system 職業健康安全管理體系	Employee Care 員工關懷

Disclosure 披露項		Corresponding Section 對應章節
403-2	Hazard identification, risk assessment, and incident investigation 危害識別、風險評估和事故調查	Employee Care 員工關懷
403-3	Guidance for Disclosure 職業健康服務	Employee Care 員工關懷
403-4	Worker participation, consultation, and communication on occupational health and safety 職業健康安全事務：工作者的參與、意見徵詢和溝通	Employee Care 員工關懷
403-5	Worker training on occupational health and safety 工作者職業健康安全培訓	Employee Care 員工關懷
403-6	Promotion of worker health 促進工作者健康	Employee Care 員工關懷
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 預防和減緩與業務關係直接相關的職業健康安全影響	Employee Care 員工關懷
403-8	Workers covered by an occupational health and safety management system 職業健康安全管理體系適用的工作者	Employee Care 員工關懷
403-9	Work-related injuries 工傷	List of Key Performance Indexes 關鍵績效指標列表
403-10	Work-related ill health 工作相關的健康問題	Employee Care 員工關懷
GRI 404: Training and Education 2016 培訓與教育 2016		
404-1	Average hours of training per year per employee 每名員工每年接受培訓的平均小時數	List of Key Performance Indexes 關鍵績效指標列表
404-2	Programs for upgrading employee skills and transition assistance programs 員工技能提升方案和過渡援助方案	Employee Development 員工培養
404-3	Percentage of employees receiving regular performance and career development reviews 定期接受績效和職業發展考核的員工百分比	Employee Development 員工培養
GRI 405: Diversity and Equal Opportunity 2016 多元化與平等機會 2016		

Disclosure 披露項		Corresponding Section 對應章節
405-1	Diversity of governance bodies and employees 管治機構與員工的多元化	Board Diversity 董事會多元化 Recruitment 員工招聘
GRI 406: Non-discrimination 2016 反歧視 2016		
406-1	Incidents of discrimination and corrective actions taken 歧視事件及採取的糾正行動	Employee Care 員工關懷
GRI 408: Child Labor 2016 童工 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor 具有重大童工事件風險的運營點和供應商	Recruitment 員工招聘
GRI 409: Forced or Compulsory Labor 2016 強迫或強制勞動 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor 具有強迫或強制勞動事件重大風險的運營點和供應商	Recruitment 員工招聘
GRI 413: Local Communities 2016 當地社區 2016		
413-1	Operations with local community engagement, impact assessments, and development programs 有當地社區參與、影響評估和發展計劃的運營點	World-class Ecosystem 世界一流的生態
GRI 414: Supplier Social Assessment 2016 供應商社會評估 2016		
414-1	New suppliers that were screened using social criteria 使用社會評價維度篩選的新供應商	World-class Ecosystem 世界一流的生態
414-2	Negative social impacts in the supply chain and actions taken 供應鏈的負面社會影響以及採取的行動	World-class Ecosystem 世界一流的生態
GRI 416: Customer Health and Safety 2016 客戶健康與安全 2016		
416-1	Political contributions 評估產品和服務類別的健康與安全影響	World-class Ecosystem 世界一流的生態

可持續發展會計準則委員會 (SASB) 《軟件和 IT 服務可持續發展會計準則》內容索引

Index to Software & IT Services Sustainability Accounting Standard

SASB	Topic 主題	Accounting 指標	Corresponding Section 對應章節
TC-SI-130a.1		(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable (1) 總能源消耗, (2) 電網電力百分比和 (3) 可再生能源百分比	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-130a.2	Environmental Footprint of Hardware Infrastructure 硬件基礎設施的環境足跡	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress (1) 總取水量, (2) 總用水量; 在基線水壓力較高或極高地區各占的百分比	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-130a.3		Discussion of the integration of environmental considerations into strategic planning for data center needs 討論如何將環境考慮因素納入針對數據中心需求的戰略規劃	Addressing Climate Change 應對氣候變化
TC-SI-220a.1		Description of policies and practices relating to behavioral advertising and user privacy 描述與行為廣告和用戶隱私有關的政策和做法	World-class Products 世界一流的產品 World-class Service 世界一流的服務
TC-SI-220a.2	Data Privacy & Freedom of Expression 數據隱私和言論自由	Number of users whose information is used for secondary purposes 信息被用於第二目的的用戶數量	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-220a.3		Total amount of monetary losses as a result of legal proceedings associated with user privacy 因與用戶隱私相關的法律訴訟而造成的金錢損失總額	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-220a.4		(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure (1) 執法部門要求提供用戶信息的次數, (2) 被要求提供信息的用戶數量, (3) 導致披露的百分比	List of Key Performance Indexes 關鍵績效指標列表

SASB	Topic 主題	Accounting 指標	Corresponding Section 對應章節
TC-SI-220a.5	Data Privacy & Freedom of Expression 數據隱私和言論自由	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring 核心產品或服務受到政府要求的監控、封鎖、內容過濾或審查的國家名單	Not applicable 不適用
TC-SI-230a.1	Data Security 數據安全	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected (1) 數據洩露數量, (2) 涉及個人身份信息的百分比 (PII), (3) 受影響的用戶數量	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-230a.2		Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards 描述識別和解決數據安全風險的方法, 包括使用第三方網絡安全標準	World-class Products 世界一流的產品
TC-SI-330a.1	Recruiting & Managing a Global, Diverse & Skilled Workforce 招聘和管理一個全球、多樣化和熟練的勞動力	Percentage of employees that are (1) foreign nationals and (2) located offshore (1) 外籍員工和 (2) 位於海外地區的員工百分比	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-330a.2		Employee engagement as a percentage 員工敬業度的百分比	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-330a.3		Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees (1) 管理人員、(2) 技術人員和 (3) 所有其他員工的性別和種族 / 族裔群體代表人數的百分比	List of Key Performance Indexes 關鍵績效指標列表
TC-SI-550a.2	Managing Systemic Risks from Technology Disruptions 管理技術中斷造成的系統風險	Description of business continuity risks related to disruptions of operations 與運營中斷相關的業務連續性風險的描述	World-class Products 世界一流的產品
TC-SI-000.A	Activity Metrics 活動指標	(1) Number of licenses or subscriptions, (2) percentage cloud-based (1) 許可證或訂閱的數量, (2) 基於雲的百分比	About Kingdee 關於金蝶國際

香港聯合交易所《主板上市規則》附錄 C2《環境、社會及管治報告指引》（《ESG 指引》）內容索引

Index to Environmental, Social and Governance Reporting Guide

Main categories, dimensions, general disclosures and key performance indicators 主要範疇、層面、一般披露及關鍵績效指標	Corresponding Section 對應章節	Comments 備註
A. Environment 環境		
A1: Emissions A1: 排放物	General disclosure 一般披露 Key Performance Index A1.2, A1.3, A1.4, A1.5, A1.6 關鍵績效指標 A1.1, A1.2, A1.3, A1.4, A1.5, A1.6	Addressing Climate Change 應對氣候變化 Water Resources Management 水資源管理 Emissions Management 排放物管理 List of Key Performance Indexes 關鍵績效指標列表 Addressing Climate Change 應對氣候變化 Emissions Management 排放物管理 Gas emission is not important to operation of the Company. Therefore A1.1 does not applicable 氣體排放對公司的營運而言並非重要範疇, 故 A1.1 不適用
A2: Use of resources A2: 資源使用	General disclosure 一般披露 Key Performance Index A2.1, A2.2, A2.3, A2.4 關鍵績效指標 A2.1, A2.2, A2.3, A2.4	Addressing Climate Change 應對氣候變化 Water Resources Management 水資源管理 List of Key Performance Indexes 關鍵績效指標列表 Packaging material is not needed for products in the prime businesses of the Company. Therefore A2.5 does not applicable 公司主營業務的產品不需使用包裝材料, 故 A2.5 不適用
A3: Environment and natural resources A3: 環境及天然資源	General disclosure 一般披露 A3.1	Addressing Climate Change 應對氣候變化 Water Resources Management 水資源管理 Emissions Management 排放物管理
A4: Climate change A4: 氣候變化	General disclosure 一般披露 A4.1	Addressing Climate Change 應對氣候變化
B. Society 社會		
Employment and labour practices 僱傭及勞工常規		
B1: Employment B1: 僱傭	General disclosure 一般披露 Key Performance Index B1.1, B1.2 關鍵績效指標 B1.1, B1.2	Recruitment 員工招聘 Employee Development 員工培養 Performance management 績效管理 Employee Care 員工關懷 List of Key Performance Indexes 關鍵績效指標列表

Main categories, dimensions, general disclosures and key performance indicators 主要範疇、層面、一般披露及關鍵績效指標		Corresponding Section 對應章節	Comments 備註
B2: Health and Safety B2: 健康與安全	General disclosure 一般披露	Employee Care 員工關懷 List of Key Performance Indexes 關鍵績效指標列表	
	Key Performance Index B2.1, B2.2, B2.3 關鍵績效指標 B2.1, B2.2, B2.3		
B3: Development and Training B3: 發展及培訓	General disclosure 一般披露	Employee Development 員工培養 List of Key Performance Indexes 關鍵績效指標列表	
	Key Performance Index B3.1, B3.2 關鍵績效指標 B3.1, B3.2		
B4: Labor Standards B4: 勞工準則	General disclosure 一般披露	Recruitment 員工招聘	
	Key Performance Index B4.1, B4.2 關鍵績效指標 B4.1, B4.2		
Operating practice 營運慣例			
B5: Supply Chain Management B5: 供應鏈管理	General disclosure 一般披露	World-class Ecosystem 世界一流的生態 List of Key Performance Indexes 關鍵績效指標列表	
	Key Performance Index B5.1, B5.2, B5.3, B5.4 關鍵績效指標 B5.1, B5.2, B5.3, B5.4		
B6: Product Responsibility B6: 產品責任	General disclosure 一般披露	World-class Products 世界一流的產品 List of Key Performance Indexes 關鍵績效指標列表	B6.1 is not applicable to business of the Company and therefore is not disclosed B6.1 不適用於公司業務，故不披露
	Key Performance Index B6.2, B6.3, B6.4, B6.5 關鍵績效指標 B6.2, B6.3, B6.4, B6.5		
B7: Anti-Corruption 反貪污	General disclosure 一般披露	Business Ethics and Integrity 商業道德與誠信 List of Key Performance Indexes 關鍵績效指標列表	
	Key Performance Index B7.1, B7.2, B7.3 關鍵績效指標 B7.1, B7.2, B7.3		
Community 社區			
B8: Community investment 社區投資	General disclosure 一般披露	Sustainable Development Management 可持續發展管理	
	Key Performance Index B8.1, B8.2 關鍵績效指標 B8.1, B8.2	Sustainable Development Management 可持續發展管理	
		World-class Ecosystem 世界一流的生態 List of Key Performance Indexes 關鍵績效指標列表	