

The year "2025" is displayed in a large, light blue, sans-serif font, centered horizontally in the lower half of the page. The background features a large, glowing blue wireframe globe with a grid of lines and nodes, set against a dark blue background with abstract circular patterns.

**環境、社會及管治(ESG)報告**

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

**金蝶國際軟件集團有限公司**

Kingdee International Software Group Company Limited

# 目录 CONTENT

|   |    |
|---|----|
| 關於本報告 About this Report                         | 01 |
| 董事會聲明 Board Statement                           | 05 |
| 主席寄語 Chairman's Message                         | 07 |
| 關於金蝶國際 About Kingdee International              | 11 |
| 集團簡介 Group Introduction                         | 11 |
| 年度可持續發展榮譽 Annual Sustainable Development Honor  | 11 |
| 年度關鍵績效 Annual Key Performance Indicators (KPIs) | 13 |

## 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

|  |    |
|--|----|
| 1.1 可持續發展管理 Sustainability Management            | 17 |
| 1.2 規範公司治理 Compliance and Corporate Governance   | 28 |
| 1.3 全面風險管理 Comprehensive Risk Management         | 31 |
| 1.4 商業道德與誠信 Business Ethics and Integrity        | 42 |
| 1.5 可持續供應鏈管理 Sustainable Supply Chain Management | 49 |

## 02

### 以客戶為中心，長期堅持質量優先 Customer-centric, Long-term Adherence to Quality First

|                                |    |
|--------------------------------|----|
| 2.1 質量優先 Quality First         | 59 |
| 2.2 AI 優先 AI Priority          | 87 |
| 2.3 訂閱優先 Subscription Priority | 90 |
| 2.4 國際化 Internationalization   | 94 |
| 2.5 場景化 Scene-Based            | 97 |

## 03

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

|  |     |
|--|-----|
| 3.1 多元、公平與包容 Diversity, Equity, and Inclusion (DEI)                            | 105 |
| 3.2 員工權益保障 Employee Rights Protection  | 111 |
| 3.3 員工培養與發展 Employee Training and Development                                  | 118 |
| 3.4 員工溝通與關懷 Employee Communication and Well-being                              | 142 |
| 3.5 職業健康與安全 Occupational Health and Safety (OHS)                               | 149 |
| 3.6 社區參與：致良知，愛無界 Community Relations: Acting in All Conscience, Boundless Love | 153 |

## 04

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

|   |     |
|---|-----|
| 4.1 完善政策及管理 Improving Policy and Management | 167 |
| 4.2 氣候戰略 Climate Strategy                   | 171 |
| 4.3 能源管理 Energy Management                  | 190 |
| 4.4 水資源管理 Water Resource Management         | 196 |
| 4.5 排放與廢棄物管理 Emissions and Waste Management | 199 |
| 4.6 綠色建築 Green Building                     | 205 |

|  |     |
|--|-----|
| 獨立審驗聲明 Independent Assurance Statement | 207 |
|--|-----|

|                                      |     |
|--------------------------------------|-----|
| ESG 關鍵績效表 ESG Key Performance Tables | 215 |
| 環境績效 Environmental Performance       | 215 |
| 社會績效 Social Performance              | 221 |
| 治理績效 Governance Performance          | 231 |

|  |     |
|--|-----|
| 指標索引表 Indicator Index  | 233 |
| 香港聯交所《環境、社會及管治報告守則》索引表<br>HKEX Environmental, Social and Governance Reporting Code Index | 233 |
| GRI 可持續發展報告標準內容索引表 GRI Standards Content Index   | 250 |

## 關於本報告 About this Report

本報告是金蝶國際軟件集團有限公司（以下簡稱「金蝶國際」「金蝶」「本集團」或「我們」）發佈的第 10 份環境、社會及管治 (ESG) 報告（以下簡稱「本報告」「ESG 報告」）。秉承客觀、規範、透明的原則，本報告系統性披露了集團及其附屬子公司 2025 年在環境、社會、治理方面的理念、策略、舉措和成效。我們期望通過發佈 ESG 報告的方式，回應利益相關方關切，增進理解、凝聚共識，共同推進環境、社會、經濟的可持續發展。

本公司已制定明確的外部鑑證政策，由最高管治機構（董事會）負責審批年度 ESG 報告的鑑證計劃及預算，並由董事會主導實施，確保選取的關鍵績效指標具有代表性和重要性。在此基礎上，本公司已委託萊茵技術（上海）有限公司對選定的 ESG KPIs 依據 AccountAbility AA1000 審驗標準 (AA1000AS v3)，類型二，中度審驗執行了有限保證鑑證。本次鑑證範圍涵蓋溫室氣體排放量、能源消耗強度、員工培訓覆蓋率等關鍵指標，鑑證過程中雖遵循了既定標準，但受限於抽樣檢查及管理層提供數據的完整性，存在一定局限性。鑑證機構與本公司保持獨立，不存在影響鑑證結論的重大利益關係。更詳細的鑑證程序及鑑證報告全文，請參見本報告附錄中的「鑑證報告」。

### 報告範圍 Report Boundary

**組織範圍：**本報告覆蓋金蝶國際及其附屬子公司。除特別說明外，相關信息與數據統計口徑與金蝶國際（股票代碼：0268.HK）2025 年年度報告合併財務報表範圍一致。

This report is the 10th Environmental, Social and Governance (ESG) report (hereinafter referred to as "this report" or "ESG report") released by Kingdee International Software Group Company Limited (hereinafter referred to as "Kingdee International", "Kingdee", "the Group" or "we"). Adhering to the principles of objectivity, standardization, and transparency, this report systematically discloses the Group and its subsidiaries' concepts, strategies, measures, and achievements in the areas of environment, society, and governance in 2025. We hope that by releasing the ESG report, we can respond to the concerns of stakeholders, enhance understanding, build consensus, and jointly promote the sustainable development of the environment, society, and economy.

The Company has established a clear external assurance policy, with the highest governance body (the Board of Directors) responsible for approving the assurance plan and budget for the annual ESG report, and the Board leading the implementation to ensure the representativeness and materiality of the selected key performance indicators. On this basis, the Company has commissioned TÜV Rheinland (Shanghai) Co., Ltd. to perform limited assurance on the selected ESG KPIs in accordance with AccountAbility AA1000 Assurance Standard v3 (AA1000AS v3), Type-2 and Moderate level. The scope of this attestation covers key indicators such as GHG emissions, energy consumption intensity, employee training coverage rate, etc. Although the attestation process followed established standards, it was subject to certain limitations due to sampling inspections and the completeness of data provided by management. The attestation agency is independent of the Group and there are no conflicts of interest that could affect the attestation conclusion. For further details on the assurance procedures and the full text of the attestation report, please refer to the "Attestation Report" in the appendix of this report.

**Organizational Scope:** This report covers Kingdee International and its subsidiaries. Unless otherwise specified, the boundary of relevant information and data collection is consistent with that of the consolidated financial statements in Kingdee International's (Stock Code: 0268.HK) 2025 annual report.

**時間範圍：**2025 年 1 月 1 日至 2025 年 12 月 31 日（以下簡稱「本年度」或「報告期內」），為增強報告的可比性、完整性以及信息的持續性，部分披露內容適當有所延伸。

### 匯報原則 Reporting Principles

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

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

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

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

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

**Time Range:** From January 1, 2025, to December 31, 2025 (hereinafter referred to as "the year" or "the reporting period"). To enhance the comparability, completeness, and continuity of information in the report, some disclosed content has been appropriately extended.

During the preparation of this report, the content of the report and the presentation of information was defined based on the principles of "materiality", "quantification", "balance", and "consistency".

**Materiality Principle:** In the preparation of this report, the main stakeholders and their ESG issues of concern have been identified, and targeted disclosures have been made in the report based on the materiality level of the issues. For the process and results of the materiality assessment, please refer to the subsequent sections "Stakeholder Communication and Engagement" and "Materiality Issues Assessment".

**Quantification Principle:** This report presents key performance indicators (KPIs) in the environmental and social dimensions through the use of quantitative data. The measurement standards, methods, assumptions, and/or calculation tools for the KPIs in this report, as well as the sources of conversion factors used, have been explained in the corresponding locations (if applicable).

**Balance Principle:** This report aims to present the Group's efforts in various aspects of ESG, including corporate governance, product and service responsibility, operational management, employees, environment, and community, in a balanced, objective, and transparent manner.

**Consistency Principle:** The preparation method of this year's Environmental, Social and Governance (ESG) Report remains consistent with previous years. If there are any changes that may affect meaningful comparisons with past reports, they have all been explained in the corresponding locations.

重要性原則 Materiality Principle

量化原則 Quantification Principle

平衡原則 Balance Principle

一致性原則 Consistency Principle

## 編制依據 Compilation Basis

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

This report is prepared in accordance with the *Appendix C2 Environmental, Social and Governance Reporting Code* (hereinafter referred to as the "ESG Reporting Code") of the *Listing Rules* of The Stock Exchange of Hong Kong Limited (hereinafter referred to as the "Hong Kong Stock Exchange"), while referring to the TCFD framework recommended by the *Guidance on Climate Disclosures* of the Hong Kong Stock Exchange, the *GRI Sustainability Reporting Standards* (GRI Standards) issued by the Global Sustainability Standards Board (GSSB), the rating standards of international rating agencies, and in combination with the United Nations Sustainable Development Goals (UN SDGs) relevant content.

## 數據來源 Data Source

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

The information and data disclosed in this report are all sourced from official internal documents, statistical reports, and relevant public materials of the Group and its subsidiaries. Unless otherwise specified, the currency types and amounts involved in this report are all denominated in RMB.

## 可靠性保證 Reliability Assurance

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

The Group undertakes that the content of this report does not contain any false records, misleading statements or material omissions, and is responsible for the authenticity, accuracy and completeness of the content.

## 報告獲取 Access to this Report

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

This report is provided in electronic format. You can log in to Kingdee International's official website (<https://www.kingdee.com/esg>) and the Hong Kong Stock Exchange's HKEXnews website (<https://www.hkexnews.hk/index.htm>) to view or download it online.

## 意見反饋 Feedback

如您對本報告有任何疑問或建議，歡迎通過電子郵件 ([esg\\_stakeholder@kingdee.com](mailto:esg_stakeholder@kingdee.com)) 向我們反饋，謝謝！

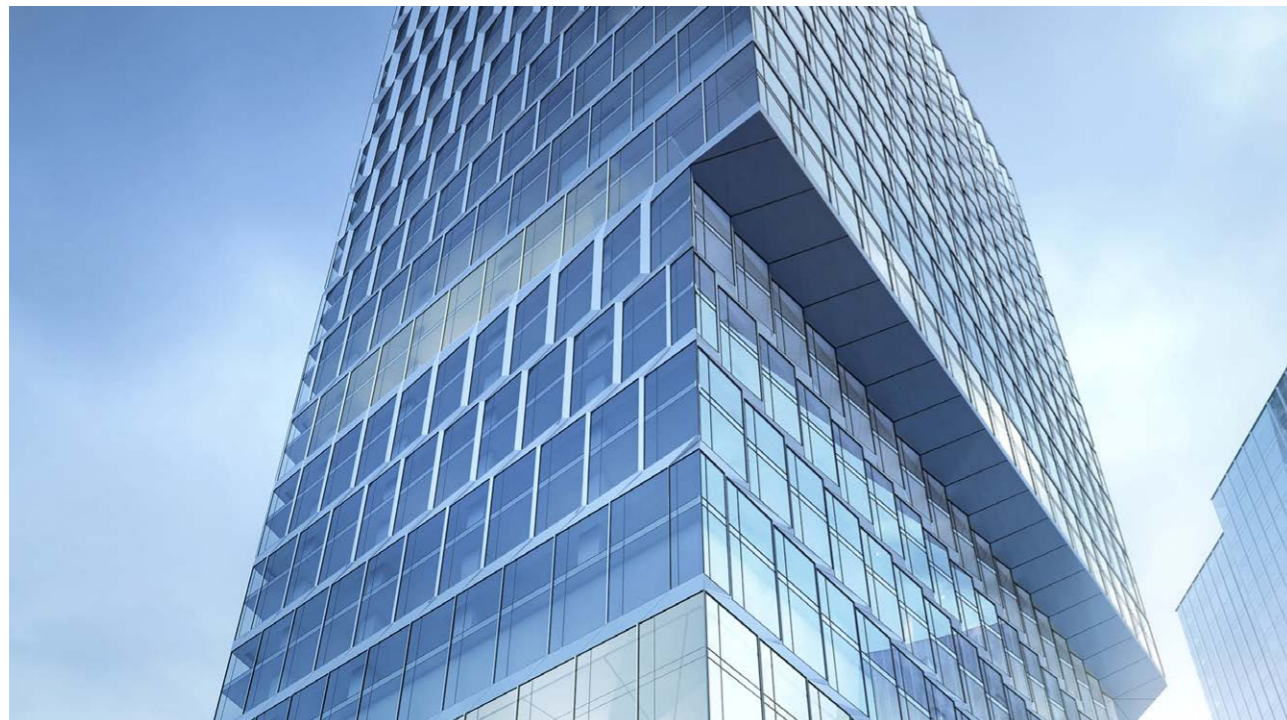
If you have any questions or suggestions regarding this report, please feel free to provide feedback to us via email ([esg\\_stakeholder@kingdee.com](mailto:esg_stakeholder@kingdee.com)). Thank you!



## 董事會聲明 Board Statement

金蝶國際高度重視 ESG 工作，建立了全面有效的三層 ESG 管治架構（詳情請見本報告「1.1.1 可持續發展治理架構」章節）。本集團董事會作為 ESG 事宜的最高責任與決策機構，對 ESG 策略及報告承擔全部責任，審閱並批准 ESG 戰略、政策、目標及重點工作事項，定期檢討 ESG 目標進展。董事會下設戰略與可持續發展委員會，負責制定 ESG 戰略規劃和具體目標，監督並指導 ESG 專項工作組推進 ESG 整體工作。我們積極探索績效考核聯動機制，將 ESG 關鍵指標納入高層和中層管理者 KPI 考核體系，確保 ESG 戰略目標的有效落實。

Kingdee International attaches great importance to ESG work and has established a comprehensive and effective three-tier ESG governance structure (please refer to the "1.1.1 Sustainability Governance Framework" section of this report for details). As the highest responsible and decision-making body for ESG matters, the Board of Directors of the Group (the "Board") takes full responsibility for ESG strategies and reports, reviews and approves ESG strategies, policies, goals and key work items, and regularly reviews the progress of ESG goals. The Board has a Strategy and Sustainable Development Committee, which is responsible for formulating ESG strategic plans and specific goals, overseeing and guiding the ESG special working group to advance the overall work of ESG. Furthermore, we are actively exploring a performance-linked mechanism by incorporating key ESG indicators into the KPI evaluation system for senior and middle management to ensure the effective implementation of our ESG strategic objectives.



金蝶國際重視與利益相關方的溝通與交流，通過多種渠道充分了解其核心關切，回應其期望與訴求，並將其建設性意見融入集團治理、戰略和運營中。鑑於集團業務模式及運營環境在 2025 年度保持相對穩定，為確保 ESG 管理政策與披露的連續性及可比性，本年度我們沿用了 2024 年的雙重重要性評估結果。（詳情請見本報告「1.1.3 重要性議題評估」章節）。為有效防控各類潛在風險，我們將 ESG 風險納入集團整體風險管理體系中，針對已識別風險制定應對計劃。董事會及戰略與可持續發展委員會將定期審閱和評估對集團有重大影響的 ESG 相關風險與機遇，董事會及審核委員會將定期檢討和評估風險管理及內控體系的有效性。

董事會通過戰略與可持續發展委員會、ESG 專項工作組的定期匯報和專項匯報等方式，持續跟蹤集團 ESG 相關事宜，對集團 ESG 目標達成與執行情況進行檢討，並對下一年 ESG 目標設定進行審閱和建議。2025 年，董事會審議重要事項包括：集團 2025 年度 ESG 報告、更新的 ESG 相關政策、氣候相關風險和機遇及應對方案、2025 年 ESG 目標達成情況、2026 年 ESG 目標設定情況以及外部環境的重大變化等。

本報告客觀詳實地披露了金蝶國際 2025 年 ESG 工作的進展與成效，公司的年度 ESG 報告獲得第三方的有限鑑證，並於 2026 年 4 月 23 日經由董事會審議通過。未來，董事會將持續監管及完善本集團 ESG 管理及實踐表現，攜手所有利益相關方共同創造可持續發展未來。

Kingdee International values communication and engagement with stakeholders, fully understands their core concerns through various channels, responds to their expectations and demands, and integrates their constructive suggestions into the Group's governance, strategy, and operations. Given that the Group's business model and operating environment remained relatively stable in 2025, to ensure the continuity and comparability of ESG management policies and disclosures, this year we continued to use the results of the double materiality assessment from 2024. (For details, please refer to the section "1.1.3 Materiality Issues Assessment" of this report.) To effectively prevent and control various potential risks, we have incorporated ESG risks into the Group's overall risk management system and developed response plans for identified risks. The Board and the Strategy and Sustainable Development Committee will regularly review and assess ESG-related risks and opportunities that have a significant impact on the Group, while the Board and the Audit Committee will regularly review and assess the effectiveness of the risk management and internal control systems.

The Board continuously monitors the Group's ESG-related matters through regular and special reports from the Strategy and Sustainable Development Committee and the ESG special working group, reviews the Group's ESG goal achievements and implementation status, and reviews and provides recommendations on the setting of ESG goals for the following year. In 2025, the important matters reviewed by the Board include: the Group's 2025 ESG report, updated ESG-related policies, climate-related risks and opportunities and response plans, the achievement status of 2025 ESG goals, the setting status of 2026 ESG goals, and significant changes in the external environment, etc.

This report objectively and comprehensively discloses the progress and achievements of Kingdee International's ESG work in 2025. The Company's annual ESG report has obtained limited assurance from a third party and was reviewed and approved by the Board on April 23, 2026. In the future, the Board will continue to supervise and improve the Group's ESG management and performance, and work together with all stakeholders to create a sustainable future.



## 主席寄語 Chairman's Message

2025 年，是金蝶邁向世界一流的關鍵一年，也是我們歷史上具有里程碑意義的一年。在過去的一年裡，我們不僅實現了扭虧為盈的戰略目標，取得了訂閱收款雙超額的成績，更創造了公司近八年來最好的業績。

然而，成績屬於過去。站在新的歷史關口，全球數字化與 AI 浪潮正深刻重塑著每一個行業。金蝶已成功完成了十年的雲轉型，下一個目標，我們就是要全面進行 AI 轉型。我們已正式開啟從 ERP 向 EMAI（企業管理 AI 時代）的高質量轉型。在這一進程中，ESG 不僅是合規要求，更是我們踐行「致良知、走正道、行王道」核心價值觀的具體呈現。王道就是利他，金蝶將 ESG 理念融入企業基因，旨在為世界創造更美好的連接。

2025 is a crucial year for Kingdee to strive towards becoming a world-class enterprise, and it is also a milestone year in our history. In the past year, we not only achieved the strategic goal of turning losses into profits, but also exceeded our targets for both subscriptions and collections, and even created the best performance in the Company's past eight years.

However, achievements belong to the past. Standing at a new historical juncture, the global digitalization and AI wave are profoundly reshaping every industry. Kingdee has successfully completed a decade-long cloud transformation, and our next goal is to comprehensively carry out AI transformation. We have officially launched a high-quality transformation from ERP to EMAI (Enterprise Management AI Era). In this process, ESG is not only a compliance requirement but also a concrete manifestation of our practice of the core values of "Acting in all Conscience, with Integrity and Righteousness." The kingly way is altruism, and Kingdee integrates the ESG concept into the corporate DNA, aiming to create a better connection for the world.

### 擁抱變革，質量優先：夯實高質量發展基石 Embrace Change, Prioritize Quality: Lay a Solid Foundation for High-Quality Development

在治理層面 (G)，我們深知「質量優先」是一切工作的最高原則。2025 年，我們不僅完善了 ESG 治理架構，更將質量文化提升到了前所未有的高度。我曾強調，我們要在堅持信念、信任、行動的基礎上，落實「新的三個堅持」：堅持質量，以客戶為師；堅持將質量要求構築在流程中；堅持將質量文化融入到企業文化中。

At the governance level (G), we deeply understand that "Quality First" is the highest principle for all work. In 2025, we not only improved the ESG governance framework but also elevated the quality culture to an unprecedented height. I once emphasized that we should implement the "new three commitments" on the basis of adhering to belief, trust, and action: adhere to quality and learn from customers; adhere to building quality requirements into processes; and adhere to integrating quality culture into corporate culture.

### 予力企業，成就不凡：科技向善與客戶價值 Empower Every Enterprise to Achieve Phenomenal Success: Technology for Good and Customer Value

在社會責任方面 (S)，金蝶始終秉持「予力企業，成就不凡」的使命，在 AI 時代，我們致力於通過技術創新創造五個方面的價值：為客戶創造新價值、為產業創造新動能、為員工創造新幸福、為國家創造新勢能、為世界創造新美好。

對客戶：我們將「金蝶雲」升級為「金蝶 AI」，這不僅僅是品牌的升級，更是承諾的升級。在 AI 轉型大背景下，我們堅持科技向善的理念，我們利用 AI 智能體幫助客戶不僅實現降本增效，更通過數字化手段優化碳足跡，實現經濟與環境效益的雙贏。

In terms of social responsibility (S), Kingdee always uphold the mission of "Empower every enterprise to achieve phenomenal success." In the AI era, we are committed to creating value in five aspects through technological innovation: creating new value for customers, generating new impetus for industries, creating new well-being for employees, creating new momentum for the country, and creating new beauty for the world.

To our customers: We have upgraded "Kingdee Cloud" to "Kingdee AI", which is not only a brand upgrade but also a commitment upgrade. Against the backdrop of AI transformation, we adhere to the concept of technology for good. We leverage AI agents to help customers not only achieve cost reduction and efficiency improvement but also optimize their carbon footprint through digital means, achieving a win-win situation for both economic and environmental benefits.

對員工：人才是金蝶最寶貴的財富。我們堅持「以奮鬥者為本，長期堅持明心淨心」的哲學。我們深知，變革成功的關鍵在於每一位金蝶人自身的改變。2025年，公司推行「高績效、高風險、高回報」的績效制度，激勵全體金蝶人擁抱變革、敢於擔當，告別舒適區。我們持續打造公平、多元和包容的工作環境（DEI），並深化長期主義的領導力模型，支持員工通過自我反省和修煉來實現明心淨心，進而實現德才兼備，以德為先。

For employees: Talent is Kingdee's most valuable asset. We adhere to the philosophy of "Striver-oriented, Long-term Adherence to Pure and Visionary Mind." We are well aware that the key to the success of transformation lies in the self-change of every Kingdee employee. In 2025, the Company will implement a performance system of "high performance, high risk, and high return" to encourage all Kingdee employees to embrace transformation, be brave in taking responsibility, and bid farewell to their comfort zones. We will continue to create a Diversity, Equity, and Inclusion (DEI), and deepen the long-term leadership model to support employees in achieving self-awareness and self-purification through self-reflection and self-cultivation, thereby achieving both moral integrity and professional competence, with moral integrity taking precedence.

### 建設自己，修復關係：推動綠色數智化

#### Build Oneself, Repair Relationships: Promote Green Digital Intelligence

在環境可持續方面（E），我們踐行「建設自己，修復與環境的關係」的哲學理念，積極響應聯合國可持續發展目標（UN SDGs）以及國家「雙碳」目標。

In terms of environmental sustainability (E), we uphold the philosophical concept of "building ourselves and repairing our relationship with the environment." We actively respond to the United Nations Sustainable Development Goals (UN SDGs) and the national "dual carbon" goals.

**數字賦能綠色：**我們將數字技術轉化為推動經濟社會綠色轉型的重要引擎，通過雲服務模式的轉型，有效助力企業客戶降低IT基礎設施的碳排放。金蝶雲大廈於2025年12月成功獲得LEED v4 BD+C（建築設計與建設：核心與外殼開發）白金級認證。我們計劃2026年在北京園區安裝總裝機容量達1.7MW的光伏設備，注入綠色動力。在產品方面，我們推出了ESG智能體，利用AI大模型解析全球複雜的披露標準，自動生成符合審計要求的ESG報告內容，助力企業可持續發展。

**Digital Empowerment for Green:** We transform digital technologies into a key engine driving the green transformation of the economy and society. Through the transformation of cloud service models, we effectively assist enterprise customers in reducing carbon emissions from IT infrastructure. Kingdee Cloud Tower successfully achieved LEED v4 BD+C (Building Design and Construction: Core and Shell Development) Platinum certification in December 2025. We plan to install photovoltaic equipment with a total installed capacity of 1.7 MW in the Beijing Park by 2026, injecting green power. In respect of products, we have launched the ESG Agent, which uses large AI models to analyze complex global disclosure standards and automatically generate ESG report content that meets audit requirements, contributing to the sustainable development of enterprises.



### 展望：寧做艱難改革者，不做安逸停滯者

#### Outlook: Better to Be a Difficult Reformer than a Comfortable Stagnator

展望未來，我們深知轉型之路絕非坦途，但煩惱即菩提，苦難即輝煌。我們堅持剋制、堅持長期主義，立志成為「寧做艱難改革者，不做安逸停滯者」。金蝶將持續深化AI技術在可持續產品領域的應用，加速推進國際化戰略，將質量優先的理念融入每一次決策和每一次交付。我堅信，只要我們內心有信仰，就能看見光明；只要我們致力於創造價值，就能成為光明。讓我們攜手奮鬥，為世界注入新的動力，創造更加智能、綠色、可持續的美好未來！

Looking ahead, we are well aware that the path of transformation is by no means smooth, but just as troubles are the seeds of enlightenment and suffering is the precursor to glory. We adhere to self-restraint and long-termism, aspiring to be "arduous reformers rather than complacent stagnators." Kingdee will continue to deepen the application of AI technology in the field of sustainable products, accelerate the implementation of our internationalization strategy, and integrate the concept of quality priority into every decision and every delivery. I firmly believe that as long as we have faith in our hearts, we can see the light; as long as we are committed to creating value, we can become the light. Let us join hands and strive together to inject new impetus into the world and create a more intelligent, green, and sustainable future!

董事會主席  
Chairman of the Board  
徐少春  
Xu Shaochun

## 關於金蝶國際 About Kingdee International

### 集團簡介 Group Introduction

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。金蝶以「予力企業，成就不凡」為使命，致力成為「最值得託付的企業管理 AI 平台」。30 多年來，金蝶已為世界範圍內超過 740 萬家企業、政府組織提供產品及服務，是眾多 500 強企業及專精特新企業的共同選擇。金蝶在雲服務和 AI 領域屢獲國內外知名研究機構認可：IDC 及 Gartner 數據顯示，金蝶在中國企業資源管理雲服務及 aPaaS 市場多年穩居市佔率第一，也是生成式 AI 模型（Gen AI model）中國市場 TOP10 中唯一的企業管理廠商。

Kingdee International was established in 1993. It is a globally recognized provider of cloud-based enterprise management SaaS solutions, listed on the Hong Kong Stock Exchange (stock code: 0268.HK), headquartered in Shenzhen, China. Adhering to the mission of "Empower every enterprise, to achieve phenomenal success", Kingdee is committed to becoming the "most trustworthy enterprise management AI platform". For over 30 years, it has served more than 7.4 million enterprises and government organizations worldwide. It is the preferred choice for numerous Fortune 500 companies and specialized, sophisticated, distinctive, and innovative enterprises. Kingdee has garnered multiple recognitions for its cloud and AI services from reputable institutions worldwide. According to IDC and Gartner, Kingdee has maintained the largest market share in China's SaaS ERM and aPaaS markets for many years. It is also the only enterprise management provider among the TOP 10 Gen AI Model Vendors in the Chinese market.

### 年度可持續發展榮譽 Annual Sustainable Development Honor

#### 可持續數字化轉型領航獎

#### Sustainable Digital Transformation Leadership Award

中國上市公司百強高峰論壇組委會、華頓經濟研究院、中國城市發展基金會及澳門綠色低碳產業協會  
Organizing Committee of the Top 100 Chinese Listed Companies Summit Forum, Wharton Economic Research Institute, China Urban Development Foundation, and Macau Green and Low-Carbon Industry Association

#### 香港綠色和可持續貢獻大獎 2025——綠色和可持續貢獻金章 Hong Kong Green and Sustainable Contribution Awards 2025 - Gold Medal for Green and Sustainable Contribution

香港品質保證局  
Hong Kong Quality Assurance Agency

#### 入選標普全球《可持續發展年鑑（中國版）2025》 Selected for S&P Global's the Sustainability Yearbook (China Edition) 2025

標普全球  
S&P Global

#### 入選道瓊斯可持續發展新興市場指數 Selected for the Dow Jones Sustainability Emerging Markets Index

標普道瓊斯指數  
S&P Dow Jones Indices

#### 2025 年度 Wind 中國上市公司 ESG 最佳實踐 100 強 2025 Wind China Listed Companies ESG Best Practices Top 100

萬得  
Wind

#### ESG 披露優秀榜單 ESG Disclosure Excellence List

大灣區綠色金融與可持續發展高峰論壇  
Greater Bay Area Green Finance and Sustainable Development Summit

#### ESG 特別嘉許獎—優異 ESG Special Commendation Award - Excellence

電視廣播有限公司（TVB）  
Television Broadcasts Limited (TVB)

#### 標杆引領企業 Benchmarking Leading Enterprises

深商會及多家機構聯合主辦的《深圳 ESG 標杆企業》評審  
The Shenzhen ESG Benchmark Enterprises Evaluation jointly hosted by the Shenzhen Chamber of Commerce and multiple institutions

## 年度關鍵績效 Annual Key Performance Indicators (KPIs)

### 環境 Environment

耗電強度:

Power consumption intensity:

2.11 兆瓦時/百萬元人民幣  
2.11 MWh/RMB million:

• 同比下降: 11.59%  
down year-on-year: 11.59%

範圍一和範圍二溫室氣體排放強度 (按營業額計算):

Scope 1 and Scope 2 GHG emission intensity (calculated by revenue):

1.18 噸二氧化碳當量/百萬元人民幣  
1.18 tCO<sub>2</sub>e / RMB million

• 同比下降: 11.47%  
a year-on-year decrease of: 11.47%

深圳園區因減排舉措直接減少的溫室氣體排放量 (範圍一、範圍二、範圍三):

Direct GHG emissions reduction (Scope1, Scope2, Scope3) due to emission reduction measures in Shenzhen Park:

863.40 噸二氧化碳當量  
863.40 tCO<sub>2</sub>e

E

### 社會 Society

• 客戶滿意度: 87.72% | 較2010年增長: 16%  
Customer satisfaction: 87.72% | an increase of compared to 2010: 16%

• 高於2025年行業均值水平: 77%  
higher than the industry average of in 2025: 77%

• 處於等級範疇: Good  
falls within the grade category: Good

• 數據洩露事件數量: 0 件  
Number of data breaches: 0 cases

• 參與定期績效目標設定、評估與反饋的員工比例: 100%  
Percentage of employees participating in regular performance goal setting, evaluation, and feedback: 100%

• 員工滿意度: 87.99 分  
Employee Satisfaction: 87.99 points

• 較上一年度有所提升  
showing an improvement compared to the previous year

S

### 管治 Governance

• 獨立非執行董事佔比: 42.9%  
Proportion of independent non-executive directors: 42.9%

• 女性董事佔比: 28.6%  
Proportion of female directors: 28.6%

• 接受反貪污培訓的董事佔比: 100%  
Percentage of directors who have received anti-corruption training: 100%

• 簽署《陽光合作承諾書》的供應商比例: 99.69 %  
Percentage of suppliers who have signed the *Sunshine Cooperation Commitment Letter*: 99.69 %

• 貪污腐敗相關法律訴訟事件: 0 起  
Legal proceedings related to corruption: 0 cases

G

# 完善企業管治， 夯實可持續發展根基

## Improving Corporate Governance and Laying a Solid Foundation for Sustainable Development

### 我們的理念 Our Philosophy

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

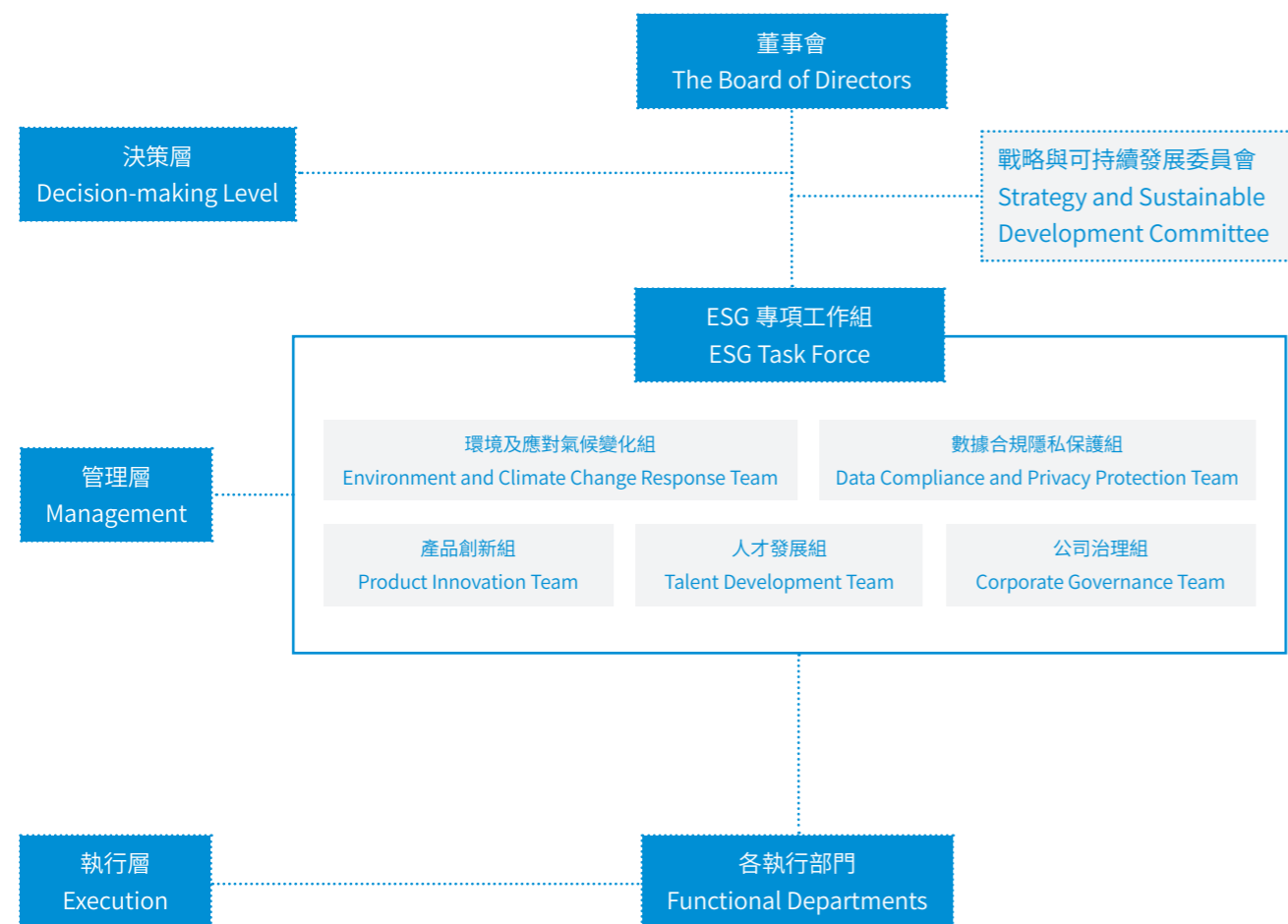
Kingdee International organically integrates the concept of sustainable development with the values of "Acting in all Conscience, with Integrity and Righteousness." By establishing a standardized governance system and a comprehensive risk prevention and control mechanism, implementing high-standard business ethics management, and comprehensively enhancing corporate governance effectiveness, we strengthen the foundation for sustainable development and create long-term sustainable value for stakeholders such as shareholders, customers, employees, and society.

# 1.1 可持續發展管理 Sustainability Management

## 1.1.1 可持續發展治理架構 Sustainability Governance Framework

金蝶國際致力於構建一個全面、分層且高效的 ESG 治理架構，由董事會作為最高領導機構，以確保可持續發展理念深度融入集團戰略與日常運營，並有效管理相關的風險與機遇。本架構清晰劃分了董事會層面戰略監督與決策、高級管理層層面執行與協調，以及各職能部門層面具體落實的職責。

Kingdee International is committed to building a comprehensive, hierarchical, and efficient ESG governance framework, with the Board as the highest leadership body, to ensure that the concept of sustainable development is deeply integrated into the Group's strategy and daily operations, and to effectively manage related risks and opportunities. This framework clearly delineates the responsibilities of strategic oversight and decision-making at the Board level, execution and coordination at the senior management level, and specific implementation at the functional department level.



| 層級<br>Level  | 主體<br>Subject  | 組成<br>Composition  | 主要職責<br>Main Responsibilities   |
|--|--|--|---|
| 董事會層面的<br>ESG監督<br>Board-level ESG Oversight                                     | 董事會<br>The Board of Directors  | 全體董事會成員<br>All Board Members   | 把控ESG戰略方向，並對重大決策、年度報告及減排目標的審批承擔最終責任。<br>Oversee the ESG strategic direction and assume ultimate responsibility for the approval of major decisions, annual reports, and emission reduction targets.                 |
|  | 董事會戰略與可持續發展委員會<br>Board Strategy and Sustainable Development Committee | 董事會戰略與可持續發展委員會成員<br>Members of the Board's Strategy and Sustainable Development Committee                        | 制定具體戰略規劃與目標，識別評估重大風險機遇，並對管理層工作實施指導監督。<br>Develop specific strategic plans and objectives, identify and assess significant risks and opportunities, and provide guidance and supervision for the work of management. |
| 高級管理層層面的<br>ESG執行與管理<br>Senior Executive-level ESG Implementation and Management | ESG專項工作組<br>ESG Task Force   | 由總裁牽頭，各副總裁及ESG核心議題分管領導<br>Led by the President, Each Vice President and the Leaders in Charge of ESG Core Issues | 統籌協調資源以分解並落實ESG目標，監控工作成效並定期向委員會匯報建議。<br>Coordinate resources to break down and implement ESG goals, monitor work effectiveness, and regularly report recommendations to the committee.                              |
| 各職能部門層面的<br>ESG落實<br>Functional Department-level ESG Implementation              | 各職能部門<br>Functional Department   | 全體員工<br>All Employees  | 負責ESG具體任務的對接與執行，確保各項管理要求在日常業務中落地落實。<br>Responsible for the coordination and execution of specific ESG tasks, ensuring that all management requirements are implemented and enforced in daily operations.            |

### 1.1.2 利益相關方溝通與參與 Stakeholder Communication and Engagement

利益相關方的意見和建議是金蝶國際開展可持續發展管理工作的重要依據。我們尊重並維護各利益相關方合法權益，重視與利益相關方的溝通與交流，遵循 AA1000 SES 利益相關方參與標準，持續完善制度建設，並通過系統化的溝通機制，確保利益相關方的核心關切能夠高效傳導至集團最高治理機構，並充分融入 ESG 策略制定與風險管理決策。

The opinions and suggestions of stakeholders are an important basis for Kingdee International to carry out sustainable development management work. We respect and safeguard the legitimate rights and interests of all stakeholders, value communication and interaction with stakeholders, follow the AA1000 SES Stakeholder Engagement Standard, continuously improve institutional building, and through a systematic communication mechanism, ensure that the core concerns of stakeholders can be efficiently transmitted to the Group's highest governance body and fully integrated into ESG strategy formulation and risk management decision-making.

#### 利益相關方溝通流程 Stakeholder Communication Process



| 利益相關方類別<br>Stakeholders                        | 期望與訴求<br>Expectations and Demands   | 溝通方式與渠道<br>Communication Channels   |
|--|---|---|
| <p>客戶及產品用戶<br/>Customers and Product Users</p> | <ul style="list-style-type: none"> <li>提供優質的產品與服務<br/>Provide high-quality products and services</li> <li>保障客戶權益<br/>Protect customer rights</li> <li>保障信息安全與客戶隱私<br/>Ensure information security and customer privacy</li> </ul>   | <ul style="list-style-type: none"> <li>官網、官方社交媒體<br/>Official website, official social media</li> <li>徐少春個人號<br/>Xu Shaochun's Personal WeChat official account</li> <li>智能客服、智能語音熱線、在線工單等服務渠道<br/>Intelligent customer service, Intelligent voice hotline, online service tickets, and other service channels</li> <li>客戶滿意度調查<br/>Customer satisfaction survey</li> <li>客戶投訴處理與反饋<br/>Customer complaint handling and feedback</li> </ul> |
| <p>投資者及股東<br/>Investors and Shareholders</p>   | <ul style="list-style-type: none"> <li>保持良好經營業績<br/>Maintain strong operating performance</li> <li>合規運營<br/>Ensure compliance operations</li> <li>信息披露<br/>Information disclosure</li> </ul>  | <ul style="list-style-type: none"> <li>股東大會<br/>General meetings of shareholders</li> <li>業績說明會、路演<br/>Earnings presentation, Roadshows</li> <li>年報、公司公告等公開披露<br/>Public disclosures such as annual reports and company announcements</li> <li>調研訪問接待<br/>Research visits and receptions</li> </ul>   |
| <p>員工<br/>Employees</p>                        | <ul style="list-style-type: none"> <li>建立良好職場環境<br/>Establish a positive workplace environment</li> <li>保障員工權益<br/>Protect employee rights</li> <li>員工培訓與發展<br/>Employee training and development</li> <li>職業健康與安全<br/>Occupational health and safety</li> <li>平衡工作與生活<br/>Work-life balance</li> </ul> | <ul style="list-style-type: none"> <li>職工代表大會<br/>Employee council</li> <li>員工座談會<br/>Employee forums</li> <li>心聲社區<br/>Employee voice community</li> <li>線上即時通訊平台<br/>Online instant messaging platforms</li> <li>員工滿意度調查<br/>Employee satisfaction survey</li> </ul>  |

| 利益相關方類別<br>Stakeholders  | 期望與訴求<br>Expectations and Demands  | 溝通方式與渠道<br>Communication Channels  |
|--|--|--|
| <p>供應商、服務提供者及生態夥伴<br/>Suppliers, Service Providers, and Ecosystem Partners</p> | <ul style="list-style-type: none"> <li>公平、公正採購<br/>Fair and impartial procurement</li> <li>誠信守約<br/>Integrity and contract compliance</li> </ul>   | <ul style="list-style-type: none"> <li>項目合作<br/>Project collaboration</li> <li>生態合作夥伴大會<br/>Ecosystem partner conferences</li> <li>生態夥伴賦能活動<br/>Ecosystem partner empowerment activities</li> <li>供應商不定期交流會議<br/>Periodic supplier communication meetings</li> </ul> |
| <p>政府及監管機構<br/>Government and Regulatory Authorities</p>                       | <ul style="list-style-type: none"> <li>遵守法律法規<br/>Comply with laws and regulations</li> <li>推動科技進步<br/>Promote technological advancement</li> <li>承擔社會責任<br/>Fulfil social responsibilities</li> </ul> | <ul style="list-style-type: none"> <li>視察接待<br/>Inspection receptions</li> <li>研討會、座談會等會議活動<br/>Seminars, forums, and other meetings</li> <li>公司公告等公開披露<br/>Public disclosures such as company announcements</li> </ul>  |

| 利益相關方類別<br>Stakeholders  | 期望與訴求<br>Expectations and Demands   | 溝通方式與渠道<br>Communication Channels   |
|--|---|---|
| <p>行業協會及科研機構<br/>Industry Associations and Research Institutions</p> | <ul style="list-style-type: none"> <li>促進行業發展<br/>Promote industry development</li> </ul>   | <ul style="list-style-type: none"> <li>行業論壇、活動<br/>Industry forums, events</li> <li>中國管理模式論壇<br/>China management global forum</li> <li>數字化人才培養<br/>Digital talent development</li> <li>參與行業標準制定<br/>Participation in industry standards formulation</li> </ul> |
| <p>社區及公益組織<br/>Communities and Public Welfare Organizations</p>      | <ul style="list-style-type: none"> <li>支持公益慈善<br/>Support public welfare and charity</li> <li>促進社區發展<br/>Promote community development</li> <li>保護社區環境<br/>Protect the community environment</li> </ul> | <ul style="list-style-type: none"> <li>公益活動<br/>Public welfare activities</li> <li>社區活動<br/>Community events</li> </ul>   |



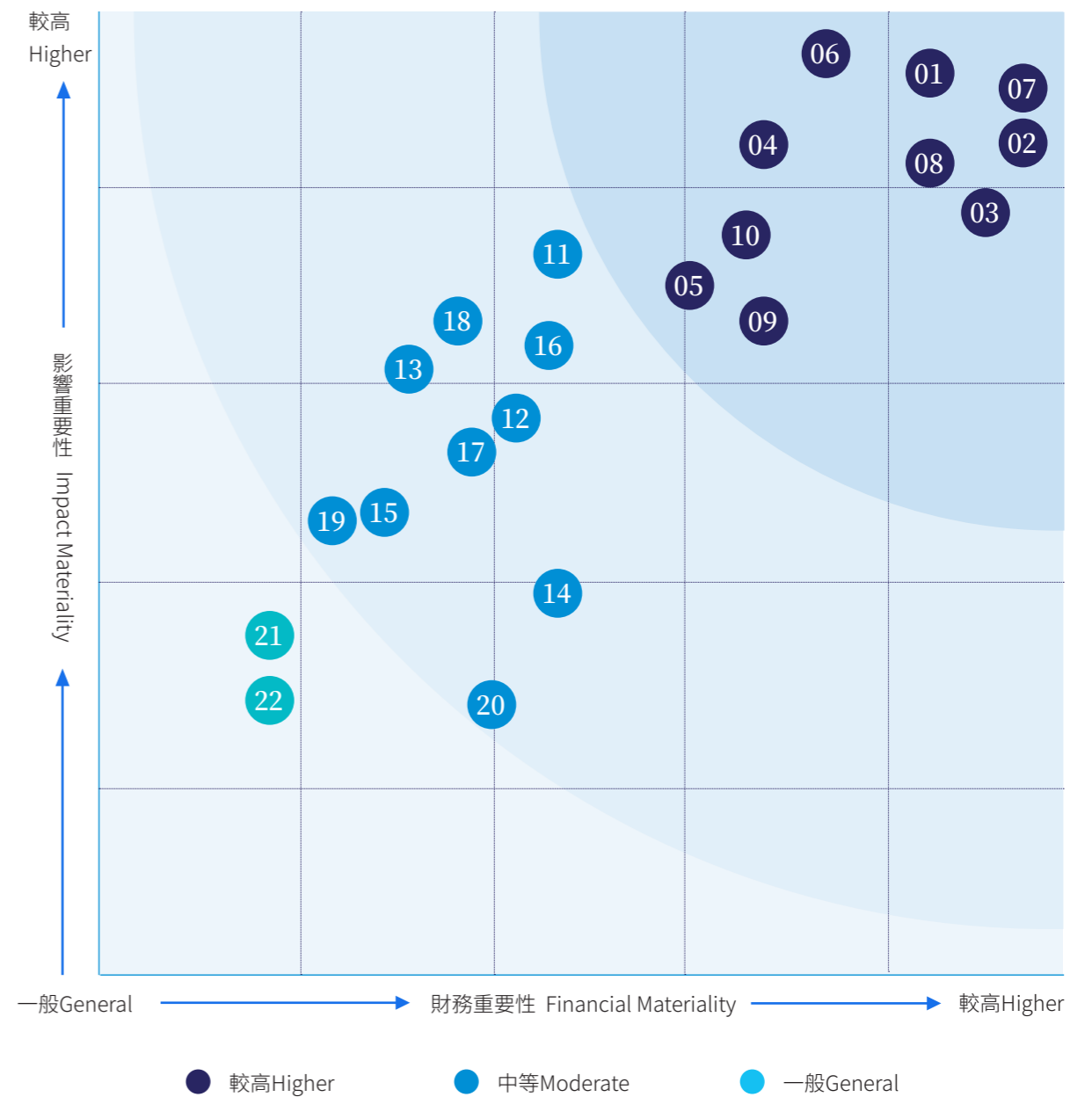
### 1.1.3 重要性議題評估 Materiality Assessment of ESG Issues

鑑於集團業務模式及運營環境在 2025 年度保持相對穩定，為確保 ESG 管理政策與披露的連續性及可比性，本年度我們沿用了 2024 年的雙重重要性評估結果。我們對 2024 年識別出的 22 項 ESG 議題及其矩陣分佈進行了審慎覆核，確認其仍能準確反映集團當前面臨的「影響重要性」與「財務重要性」。本年度我們將繼續圍繞這些核心議題，深化可持續發展實踐與信息披露。

Given that the Group's business model and operating environment remained relatively stable in 2025, to ensure the continuity and comparability of ESG management policies and disclosures, this year we continued to use the results of the double materiality assessment from 2024. We conducted a prudent review of the 22 ESG issues identified in 2024 and their matrix distribution, confirming that they still accurately reflect the "impact materiality" and "financial materiality" currently faced by the Group. This year, we will continue to focus on these core issues to deepen sustainable development practices and information disclosure.

| 雙重重要性程度<br>Double Importance Level | ESG 議題<br>ESG Issues   |  |   |
|------------------------------------|--|--|---|
| 較高<br>Higher                       | <ul style="list-style-type: none"> <li>01 優質的產品與服務<br/>High-quality products and services</li> <li>02 數據安全與隱私保護<br/>Data security and privacy protection</li> <li>03 良好企業管治<br/>Good corporate governance</li> </ul> | <ul style="list-style-type: none"> <li>04 客戶權益保障<br/>Customer rights and interests protection</li> <li>05 應對氣候變化<br/>Addressing climate change</li> <li>06 研發與創新<br/>Research and development and innovation</li> <li>07 網絡安全<br/>Network security</li> </ul>  | <ul style="list-style-type: none"> <li>08 商業道德與誠信<br/>Business ethics and integrity</li> <li>09 ESG風險與機遇管理<br/>ESG risk and opportunity management</li> <li>10 提供清潔技術與服務<br/>Provide cleaning technology and services</li> </ul>        |
| 中等<br>Moderate                     | <ul style="list-style-type: none"> <li>11 員工培訓與發展<br/>Employee training and development</li> <li>12 職業健康與安全<br/>Occupational health and safety</li> <li>13 促進行業發展<br/>Promote industry development</li> </ul>        | <ul style="list-style-type: none"> <li>14 完善環境管理體系<br/>Enhancing environmental management system</li> <li>15 社區參與與資源投入<br/>Community engagement and resource investment</li> <li>16 公平、多元和包容的工作環境<br/>Fair, diverse, and inclusive work environment</li> </ul> | <ul style="list-style-type: none"> <li>17 員工工作與生活平衡<br/>Work-life balance for employees</li> <li>18 綠色採購<br/>Green procurement</li> <li>19 供應商ESG管理<br/>Supplier ESG management</li> <li>20 能源使用管理<br/>Energy use management</li> </ul> |
| 一般<br>General                      | <ul style="list-style-type: none"> <li>21 廢棄物管理<br/>Waste management</li> </ul>  | <ul style="list-style-type: none"> <li>22 水資源管理<br/>Water resource management</li> </ul>   |   |

金蝶國際 2025 年重要性議題矩陣  
Kingdee International 2025 Materiality Topic Matrix



利益相關方反饋中識別出的潛在風險和機遇，將被全面整合至集團整體風險管理框架中。董事會及其下設的戰略與可持續發展委員會定期審閱和評估這些 ESG 相關風險與機遇，確保集團能夠及時制定針對性應對計劃並有效管理。

Potential risks and opportunities identified in stakeholder feedback will be fully integrated into the Group's overall risk management framework. The Board and its Strategic and Sustainable Development Committee regularly review and assess these ESG-related risks and opportunities to ensure that the Group can timely develop targeted response plans and effectively manage them.

## 對企業價值創造具有重要意義的議題 Issues that are of Great Significance to Enterprise Value Creation

### 優質的產品與服務

#### High-quality Products and Services

##### 實質性風險或機會 Substantive Risk or Opportunity

作為全球知名的企業管理雲SaaS公司，「高質量產品與服務」是其長期價值創造的關鍵驅動因素。未能持續提供高質量的產品與服務，會導致客戶流失、市場份額下降及品牌聲譽受損。

As a globally renowned enterprise management cloud SaaS company, "high-quality products and services" are the key drivers of its long-term value creation. Failure to continuously provide high-quality products and services will lead to customer churn, a decline in market share, and damage to brand reputation.

##### 業務戰略 Business Strategy

- 質量管理體系：建立從規劃設計、產品開發、產品測試、運營維護及退出的全生命週期質量管理體系，並獲得ISO 9001、CMMI 5等多項權威認證。  
Quality Management System: Establish a full lifecycle quality management system covering planning and design, product development, product testing, operation and maintenance, and exit, and obtain multiple authoritative certifications such as ISO 9001 and CMMI 5.
- 服務體系：建立包括社區互助、智能客服、智能語音熱線等5大客戶服務支持渠道。  
Service System: Establish 5 major customer service support channels including community mutual assistance, intelligent customer service, intelligent voice hotline, etc.
- 持續改進：每週開展「質量星期四」活動，定期發佈質量洞察報告，營造全員參與的質量文化。  
Continuous Improvement: Conduct "Quality Thursday" activities weekly, regularly publish quality insight reports, and foster a quality culture with full participation.

##### 目標/指標（產出指標） Objectives/Indicators (Output Indicators)

- 客戶滿意度：持續改進，提升滿意度。  
Customer Satisfaction: Continuously improve to enhance satisfaction.
- 客戶投訴關閉率：持續改進，提升滿意度。  
Customer Complaint Closure Rate: Continuously improve to enhance satisfaction.

##### 進展Progress

2025年，客戶滿意度達87.72%，較2010年增長16%，高於2025年行業均值水平77%，處於「Good」等級範疇。  
In 2025, customer satisfaction reached 87.72%, an increase of 16% compared to 2010, higher than the industry average of 77% in 2025, and falls within the "Good" grade category.

- 客戶投訴數量為68宗，同比下降45%。  
The number of customer complaints was 68, a year-on-year decrease of 45%.

### 數據安全與隱私保護

#### Data Security and Privacy Protection

##### 實質性風險或機會 Substantive Risk or Opportunity

面對生成式AI風險，可能存在數據與隱私安全、技術可控性、合規與科技倫理風險，增加了運營的不確定性。若管理不當，可能導致敏感信息洩露、違反知識產權和倫理問題，導致競爭力下降、客戶信任流失。

Facing the risks of generative AI, there may be risks in data and privacy security, technological controllability, compliance, and tech ethics, which increase the uncertainty of operations. If mismanaged, it may lead to the leakage of sensitive information, violations of intellectual property rights, and ethical issues, resulting in a decline in competitiveness and loss of customer trust.

##### 業務戰略 Business Strategy

- 治理架構：建立「決策—管理—執行」三級信息安全管理架構。  
Governance Structure: Establish a three-level information security management structure of "decision-making - management - execution".
- 合規認證：嚴格遵守國內法律和國際標準（如ISO 27001、ISO 27017、SOC1/2等）。  
Compliance Certification: Strictly adhere to domestic laws and international standards (such as ISO 27001, ISO 27017, SOC1/2, etc.).
- 產品安全：建立安全研發生命週期體系（S-SDLC）和DevSecOps，將信息安全要求融入產品設計和開發。  
Product Security: Establish a Secure Software Development Lifecycle (S-SDLC) system and DevSecOps to integrate information security requirements into product design and development.
- 應對機制：建立「事前預防、事中回應、事後改進」的安全應對應急管理體系。  
Response Mechanism: Establish a safety response and emergency management system of "pre-event prevention, in-event response, and post-event improvement".

##### 目標/指標（產出指標） Objectives/Indicators (Output Indicators)

- 數據洩露事件數量：實現零數據洩露事件。  
Number of data breaches: Achieve zero data breaches.
- 數據安全與隱私保護培訓：覆蓋率100%。  
Data Security and Privacy Protection Training: Coverage rate 100%.

##### 進展Progress

- 2025年，數據洩露事件數量為0宗。  
In 2025, the number of data breaches was 0.
- 數據安全與隱私保護員工培訓覆蓋率100%。  
Employee training coverage for data security and privacy protection is 100%.

## 人力資本發展

### Human Capital Development

#### 實質性風險或機會 Substantive Risk or Opportunity

投資於人才發展是驅動企業可持續發展的動力源泉。通過持續優化研發人才隊伍和領導力，確保集團在企業數字化服務方面的領先水平。特別是培養員工應對AI重塑企業能力的挑戰，抓住AI創新帶來的市場機會。

Investing in talent development is the driving force behind a Company's sustainable development. By continuously optimizing the R&D talent pool and leadership, we ensure the Group's leading position in enterprise digital services. In particular, we cultivate employees' ability to address the challenges posed by AI reshaping enterprise capabilities and seizing market opportunities brought about by AI innovation.

#### 業務戰略 Business Strategy

- 培養體系：構建立體化、全方位的多層級培訓體系，包括新人培訓、專業人才培訓和領導力培訓。  
Training System: Establish a three-dimensional, all-round multi-level training system that includes new employee training, professional talent training, and leadership training.
- 職業發展：構築「管理通道」與「專業通道」並存的雙軌晉升通道。  
Career Development: Establish a dual-track promotion channel that combines the "management track" and the "professional track" to coexist.
- 人才儲備：建立完善的人才盤點與儲備體系，規劃後備幹部梯隊。  
Talent Reserve: Establish a comprehensive talent inventory and reserve system, and plan a reserve cadre echelon.
- 激勵機制：持續採用購股權計劃和股份獎勵計劃作為長期激勵工具，覆蓋核心技術人才、業務骨幹及管理層。  
Incentive Mechanism: Continuously adopt the share option plan and share award plan as long-term incentive tools, covering core technical talents, key business personnel, and management.

#### 目標/指標（產出指標） Objectives/Indicators (Output Indicators)

- 績效管理覆蓋率：持續保持100%的覆蓋率。  
Performance management coverage rate: Continually maintains 100% coverage.
- 內部人才流動：持續保持較高的內部人才流動率。  
Internal talent mobility: Continuously maintain a relatively high internal talent mobility rate.

#### 進展 Progress

- 參與定期績效目標設定、評估與反饋的員工比例：100%。  
Percentage of employees participating in regular performance goal setting, evaluation, and feedback: 100%.
- 內部人才流動：內部員工所填補的空缺職位的百分比（內部晉升/轉崗）達30.58%。  
Internal talent mobility: The percentage of vacant positions filled by internal employees (internal promotion/transfer) reached 30.58%.

## 1.2 規範公司治理 Compliance and Corporate Governance

金蝶國際嚴格遵守《中華人民共和國公司法》《香港聯合交易所有限公司證券上市規則》C1《企業管治守則》等相關法律及規定，完善治理架構，加強董事會建設，及時履行信息披露義務，提升綜合治理水平，推動集團高質量發展。

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

Kingdee International strictly complies with relevant laws and regulations, including the *Company Law of the People's Republic of China*, the *Listing Rules*, and the *Appendix C1 Corporate Governance Code*. The Group continues to refine its governance structure, strengthen the Board, and fulfill its information disclosure obligations in a timely manner, thereby enhancing its overall governance standard and promoting the high-quality development of the Group.

Kingdee International is committed to building a transparent and efficient governance framework. Under the Board of Directors, the Group has established an Audit Committee, a Remuneration Committee, a Nomination Committee, and a Strategy and Sustainable Development Committee. Together, these committees constitute a Board governance structure with clearly defined roles and responsibilities. The Board and its specialized committees convene regular meetings to ensure that the Group's major decision-making processes are standardized and transparent, thereby effectively safeguarding the rights and interests of shareholders and other stakeholders.



## 1.2.1 董事會獨立性與多元化 Independence and Diversity of the Board of Directors

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

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

在董事會多元化方面，我們已正式制定了董事會多元化相關的政策，確保董事會提名與選舉流程中，考慮董事會成員在性別、年齡、種族或民族、國籍、文化、專業知識與技能、等方面的多元化因素。同時，我們持續優化董事遴選機制，新增人工智能 (AI) 及環境、社會及管治 (ESG) 相關專業背景作為核心考量維度，以確保董事會能力與集團數字化轉型及可持續發展戰略相匹配。此外，通過進一步完善董事會技能矩陣評估工具，我們對現任及候選董事的專業勝任力進行動態追蹤與評估，持續提升董事會整體履職效能。評估過程充分參考主要股東及機構投資者意見，確保提名結果契合資本市場預期，構建兼具多元視角與專業引領力的董事會。

We believe that an independent and diverse board composition can bring a wide range of perspectives and professional insights to Kingdee, contributing to more comprehensive and objective planning and decision-making regarding the future development direction of the Group. At the same time, the diverse backgrounds of board members can integrate viewpoints and experiences from different fields into Kingdee, providing strong support for enterprise innovation, risk management, and sustainable development.

To enhance Board independence, we have established the *Independence Requirements for Independent Non-Executive Directors* (INEDs), which stipulates specific requirements for INED independence, including shareholding restrictions, connected party limitations, and restrictions on financial interests, among others. These measures ensure that INEDs can perform their duties with independence and impartiality.

Regarding Board Diversity, we have formally established a Board Diversity Policy to ensure that diversity factors, including gender, age, race or ethnicity, nationality, culture, and professional knowledge and skills—are integrated into the nomination and election processes. Simultaneously, we are continuously optimizing our director's selection mechanism by incorporating Artificial Intelligence (AI) and ESG expertise as core criteria. This ensures the Board's capabilities are strategically aligned with the Group's digital transformation and sustainable development goals. Furthermore, by refining our Board Skills Matrix, we conduct dynamic tracking and evaluation of the professional competencies of both current and prospective directors to enhance overall Board effectiveness. Our assessment process actively incorporates feedback from major shareholders and institutional investors, ensuring that nomination outcomes meet capital market expectations and fostering a Board that balances diverse perspectives with professional leadership.



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

As of the end of the reporting period, the Group's Board of Directors consisted of a total of 7 members, including 3 independent non-executive directors, 2 non-executive directors, 2 executive directors, and 2 female directors; independent non-executive directors accounted for 42.9%, independent non-executive directors and non-executive directors accounted for 71.4%; female directors accounted for 28.6%. In the future, the Group will continue to optimize the diversified composition of the Board and continuously improve its governance level.

### • 關鍵績效 Key Performance

- 獨立非執行董事佔比: **42.9%**  
Proportion of independent non-executive directors: **42.9%**
- 女性董事佔比: **28.6%**  
Proportion of female directors: **28.6%**

- 目標: 維持董事會女性董事的比例。  
**Objective:** Maintain the proportion of female directors on the board.

## 1.2.2 董事會績效評估 Board Performance Evaluation

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

2025 年度，評核結果顯示董事會運作整體有效，主要優勢包括技能組合高度契合策略、學術與產業權威並重、獨立性與監督職能健全。並發現在董事會多元化的量化目標設定以及董事持續培訓的時數記錄方面仍有提升空間。為此，董事會計劃於 2026 年：

- 建立更詳細的董事培訓日誌，記錄每名董事參與持續專業發展的具體時數與主題。
- 進一步加強戰略與可持續發展委員會對 ESG 風險的量化監控。

Kingdee International has established a board performance evaluation system, regularly conducting board performance evaluation work annually. It assesses the board's performance from five dimensions: "strategic leadership," "risk management and control," "operational efficiency," "ability to perform duties," and "ESG governance," ensuring the board operates efficiently and continuously improves its governance level.

In 2025, the assessment results showed that the overall operation of the Board was effective. The main advantages included a highly aligned skill set with the strategy, equal emphasis on academic and industrial authority, and sound independence and supervision functions. It was also found that there was still room for improvement in setting quantitative targets for board diversity and recording the hours of directors' continuous training. To this end, the Board plans to:

- Establish a more detailed director training log to record the specific hours and topics of each director's participation in continuing professional development.
- Further strengthen the quantitative monitoring of ESG risks by the Strategy and Sustainable Development Committee.

## 董事會績效評估維度

### Board Performance Evaluation Dimensions



## 1.3 全面風險管理 Comprehensive Risk Management

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

A sound and effective risk management and internal control system is an important safeguard for the Group's stable operation and sustainable development. Kingdee International has formulated and issued the *Kingdee International Risk Management Statement* in accordance with the laws and regulations of the operating locations and the ISO 31000 Risk Management Standard, has continuously optimized the risk governance framework and management processes, strengthened risk identification, assessment, response, and monitoring, comprehensively enhanced risk management capabilities, and promoted the stable and healthy development of the Group.

### 1.3.1 風險管理架構 Risk Management Framework

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

Kingdee International has established a three-tier risk management framework that includes the governance level, management level, and execution level, forming a top-down policy guidance and bottom-up risk reporting mechanism. The governance level bears the highest responsibility for risk management, ensuring the effectiveness of the risk management system; the management level coordinates risk management work, regularly reports work progress to the Board and provides recommendations, while guiding and overseeing the work of the execution level to promote the achievement of the group's overall risk management objectives; the execution level is responsible for the specific implementation of risk management, conducts risk management activities in various fields, and regularly reports to the management level and provides recommendations. This multi-level architecture design ensures comprehensiveness, systematicness, and effectiveness of risk management, achieving clear delineation and effective transmission of risk management responsibilities.

|                            |  |   |
|----------------------------|--|---|
| 治理層<br>Governance<br>Level | 董事會<br>Board of Directors                                | 制定風險管理政策與戰略，設定風險目標和偏好，並對整個體系的有效性及重大風險事項的處理進行最終監督。<br>Develop risk management policies and strategies, set risk objectives and preferences, and conduct final supervision over the effectiveness of the entire system and the handling of significant risk matters.                                  |
|                            | 董事會審核委員會<br>Audit Committee of<br>the Board of Directors | 評估內控系統的設計與運作是否有效，審查資源配置，審核重大風險報告，並監督政策的具體執行情況，最後向董事會匯報。<br>Evaluate the effectiveness of the design and operation of the internal control system, review resource allocation, examine major risk reports, and monitor the implementation of policies, and finally report to the board of directors. |
| 管理層<br>Management<br>Level | CEO辦公會<br>CEO Office Meeting                             | 負責將風險政策轉化為具體管理行動，協調內部資源並審議重大風險的應對方案。<br>Responsible for translating risk policies into specific management actions, coordinating internal resources, and reviewing response plans for major risks.  |

|                          |  |   |
|--------------------------|--|---|
| 執行層<br>Operational Level | 第一道防線：業務組織<br>First Line of Defense: Business Units  | 作為風險管理的責任主體，負責對業務一線風險進行實時的監測與評估。<br>As the responsible entity for risk management, it is responsible for real-time monitoring and assessment of risks at the frontline of business operations.  |
|                          | 第二道防線：專業職能部門（財務、法律合規及信息安全/產品安全部）<br>Second Line of Defense: Professional functional departments (Finance, Legal Compliance, and Information Security/Product Security Departments) | 負責在特定專業領域內實施風險監控、合規管理及專項評估（如ESG風險評估），為集團提供專業化的監督與支撐。<br>Responsible for implementing risk monitoring, compliance management, and special assessments (such as ESG risk assessment) within specific professional fields, providing specialized supervision and support to the Group. |
|                          | 第三道防線：審計部<br>Third Line of Defense: Audit Department   | 開展獨立的監督評價與各類專項審計，以此評估整個風險管理體系的實際有效性。<br>Conduct independent supervision and evaluation, as well as various special audits, to assess the actual effectiveness of the entire risk management system.   |

### 風險評估 Risk Assessment

各業務單元與職能部門從「發生的可能性」和「影響程度」兩個維度對已識別的風險進行評估，篩選出需要重點關注和應對的重大風險。

Each business unit and functional department assesses the identified risks from two dimensions, "likelihood of occurrence" and "degree of impact," and screens out the major risks that require key attention and response.

### 風險應對 Risk Response

風險責任部門對已識別的的重大風險，結合集團風險承受度，採取風險回避、降低、分擔、承受等應對策略，通過合理調配資源實施風險應對方案，確保集團整體風險水平降至可接受範圍。

The risk responsible department, for the identified significant risks, combines the group's risk tolerance, adopts risk response strategies such as risk avoidance, reduction, sharing, and acceptance, and implements risk response plans through reasonable allocation of resources to ensure that the overall risk level of the group is reduced to an acceptable range.

### 風險監控與報告 Risk Monitoring and Reporting

對已識別風險持續監控，專屬風險控制組織（包括審計部、財務部、董事會事務部、法律合規部、信息安全/產品安全部等）定期向管理層和董事會提交風險報告，匯報風險管理進展情況和成果，並提出改進建議。

Continuously monitor identified risks, and dedicated risk control organizations (including the Audit Department, Finance Department, Board Affairs Department, Legal and Compliance Department, Information Security/Product Security Department, etc.) regularly submit risk reports to management and the board of directors, report on the progress and results of risk management, and propose improvement suggestions.

## 1.3.2 風險管理流程 Risk Management Process

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

Kingdee International has established a full lifecycle risk management process covering risk identification, risk assessment, risk response, risk monitoring, and reporting. We incorporate ESG risk factors into the risk identification and assessment process, draw on best practices in risk management, and develop ESG risk response plans based on our own business characteristics to continuously strengthen our risk management capabilities.

### 風險識別 Risk Identification

我們通過內控審計、安全評估、市場調研、業務部門日常風險識別等多種途徑，識別可能對金蝶產生影響的風險。審核委員會每年檢討集團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。

We identify risks that may impact Kingdee through various channels such as internal control audits, security assessments, market research, and daily risk identification by business units. The Audit Committee reviews the effectiveness of the Group's internal control and risk management systems annually, and urges each business unit and functional department to identify potential internal and external risks during the operational process.



### 1.3.3 新興風險識別與應對 Identification and Response of Emerging Risks

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

Kingdee International attaches great importance to the identification and management of emerging risks. We refer to the World Economic Forum's *Global Risks Report* to identify emerging risks that may have potential and significant impacts in the medium to long term, assess their possible impacts, and formulate response measures.

#### 新興風險識別與評估流程 Identification and Assessment Process of Emerging Risks

##### 定期掃描 Regular Scanning

- 風險管理部門每季度組織跨部門研討，識別潛在新興風險  
The Risk Management Department organizes cross-departmental seminars quarterly to identify potential emerging risks
- 通過外部諮詢、行業報告等渠道獲取前瞻性信息  
Forward-looking information is obtained through external consultations, industry reports, and other sources
- 重點關注前所未有的、缺乏歷史經驗的風險領域  
Focus on risk areas that are unprecedented and lack historical experience

##### 影響評估 Impact Assessment

- 業務影響：對現有業務模式的潛在衝擊  
Business impact: Potential disruptions to the existing business model
- 時間維度：風險影響的顯現時間和持續期  
Time dimension: The timeframe in which the risk impact emerges and its duration
- 不確定性：由於缺乏歷史經驗導致的管理難度  
Uncertainty: Management challenges due to the lack of historical experience



根據識別和評估流程，我們已識別以下風險，針對性分析了潛在的風險影響，並制定了相應的應對措施：

According to the identification and assessment process, we have identified the following risks, conducted targeted analysis of potential risk impacts, and developed corresponding response measures:

#### 生成式 AI 風險 Generative AI Risks

##### 風險描述 Risk Description

- 生成式AI技術正以前所未有的速度和廣度重塑各行各業，對於金蝶可能從根本上改變產品開發和交付模式，更帶來了傳統軟件開發和AI應用中未曾充分應對的複雜且系統性的挑戰。  
Generative AI technology is reshaping industries at an unprecedented pace and scale. For Kingdee, it may fundamentally change product development and delivery models, and also bring complex and systematic challenges that have not been fully addressed in traditional software development and AI applications.
- 當前，全球範圍內針對生成式AI的監管框架仍處於快速發展和不完善階段，這為SaaS企業的運營帶來了前所未有的不確定性，要求公司必須以創新的戰略思維和全新的治理模式來應對。  
Currently, the regulatory framework for generative AI on a global scale is still in a stage of rapid development and imperfection, which brings unprecedented uncertainty to the operations of SaaS enterprises, requiring companies to respond with innovative strategic thinking and a brand-new governance model.

##### 潛在影響 Potential Impact

- 業務模式顛覆與戰略調整需求：**生成式AI的快速演進可能導致企業客戶需求和使用習慣發生根本性變化。這將迫使金蝶調整其核心業務戰略和商業模式，以適應市場對AI賦能SaaS產品的全新期望，而非僅僅是產品功能的迭代。未能及時進行此類戰略轉型，可能導致金蝶的市場競爭力嚴重下降，甚至影響其長期生存和發展。  
**Business Model Disruption and Strategic Adjustment Needs:** The rapid evolution of generative AI may lead to fundamental changes in enterprise customer needs and usage habits. This will force Kingdee to adjust its core business strategy and business model to meet the market's new expectations for AI-enabled SaaS products, rather than simply iterating on product features. Failure to make such strategic transformations in a timely manner may lead to a significant decline in Kingdee's market competitiveness and even affect its long-term survival and development.
- 信任危機與客戶流失：**AI運用導致的數據洩露、模型偏見導致的決策失誤、侵犯知識產權或違反倫理規範等事件，將直接損害金蝶的核心信任基礎。這類事件可能導致客戶信任流失、大量客戶轉向競爭對手、運營成本急劇上升，以及潛在的法律和聲譽風險。  
**Trust Crisis and Customer Churn:** Incidents such as data breaches caused by AI application, decision-making errors due to model bias, infringement of intellectual property rights, or violation of ethical norms will directly damage Kingdee's core trust foundation. Such incidents may lead to the loss of customer trust, a large number of customers switching to competitors, a sharp increase in operating costs, as well as potential legal and reputational risks.
- 合規與法律風險：**監管要求的滯後和不確定性，以及不同司法管轄區之間可能存在的法規差異，意味著企業可能在無先例可循的情況下，面臨因技術應用不當而引發的法律訴訟、高額罰款及聲譽損失。  
**Compliance and Legal Risks:** The lag and uncertainty of regulatory requirements, as well as potential regulatory differences between different jurisdictions, mean that enterprises may face legal proceedings, substantial fines, and reputational damage caused by improper technology application without precedent.

## 應對措施 Response Measures

- 強化AI治理與倫理框架：**金蝶秉持「科技向善」理念，已成立算法安全辦公室，並制定了《金蝶中國算法與AI安全應用管理規範》等內部管理制度。這些機制旨在建立算法安全自評估、算法安全監測以及科技倫理審查機制，以切實防範偏見、歧視、隱私及濫用等風險，確保技術創新負責任且可持續。

**Strengthen AI Governance and Ethical Framework:** Kingdee adheres to the concept of "technology for good" and has established the Algorithm Security Office, and formulated internal management systems such as the *Kingdee China Algorithm and AI Security Application Management Specification*. These mechanisms aim to establish self-assessment of algorithm security, algorithm security monitoring, and technology ethics review mechanisms to effectively prevent risks such as bias, discrimination, privacy, and abuse, ensuring that technological innovation is responsible and sustainable.
- 戰略性研發與生態合作：**成立AI創新部門，開展前瞻性研究，並與領先AI企業建立戰略合作。金蝶推出多個AI難題，同時積極探索將AI功能整合到現有SaaS產品中，以提升客戶價值，並致力於構建更安全、透明、可信的AI解決方案。

**Strategic R&D and Ecosystem Collaboration:** Establish an AI Innovation Department to conduct forward-looking research and form strategic partnerships with leading AI enterprises. Kingdee has launched multiple AI challenges, while actively exploring the integration of AI capabilities into existing SaaS products to enhance customer value and is committed to building more secure, transparent, and trustworthy AI solutions.
- 全面員工賦能與意識提升：**定期對員工開展科技倫理和數據與隱私保護培訓，提升員工對科技倫理問題的認知和敏感度，確保在研發與創新過程中遵守道德規範。

**Comprehensive Employee Empowerment and Awareness Enhancement:** Regularly conduct training on technology ethics, data, and privacy protection for employees to enhance their awareness and sensitivity to technology ethics issues, ensuring compliance with ethical standards during the R&D and innovation process.
- 產品生命週期風險管理：**在蒼穹APP等核心產品全生命週期中，建立了風險評估和倫理審核機制，定期對AI模型進行評估和優化，以持續符合負責任AI的原則和標準。

**Product Lifecycle Risk Management:** In the entire lifecycle of core products such as the Cangqiong APP, risk assessment and ethical review mechanisms have been established to regularly evaluate and optimize AI models to continuously meet the principles and standards of responsible AI.

## 全球數字監管碎片化與合規挑戰

### Global Digital Regulatory Fragmentation and Compliance Challenges

#### 風險描述 Risk Description

隨著全球數字經濟的蓬勃發展，各國政府正以前所未有的速度和多樣性出台數字服務、數據本地化、跨境數據流、網絡安全審查及數字稅等新法規。這些法規往往各自獨立、內容複雜且彼此可能存在衝突，例如歐盟的GDPR、數字服務法案，美國的州級隱私法案，以及亞洲各國的數據主權要求等。這種快速演變且高度碎片化的全球數字監管格局，為金蝶全球化戰略落地帶來了前所未有的、系統性的合規挑戰。

With the booming development of the global digital economy, governments around the world are introducing new regulations on digital services, data localization, cross-border data flows, cybersecurity reviews, and digital taxes at an unprecedented pace and with great diversity. These regulations are often independent, complex in content, and may conflict with each other, such as the EU's GDPR, Digital Services Act, US state-level privacy laws, and data sovereignty requirements of Asian countries. This rapidly evolving and highly fragmented global digital regulatory landscape has brought unprecedented and systematic compliance challenges to the implementation of Kingdee's globalization strategy.

## 潛在影響 Potential Impact

- 市場准入受限：**不同國家的數據本地化或數據主權要求可能阻礙金蝶雲服務的全球部署和拓展，甚至影響現有市場運營。

**Limited market access:** Data localization or data sovereignty requirements in different countries may impede the global deployment and expansion of Kingdee Cloud Services, and even affect the operation of existing markets.
- 運營成本飆升：**為滿足各地差異化法規，金蝶可能需要投入大量資源調整產品架構、數據管理流程和法律團隊，導致合規成本大幅增加。

**Soaring operating costs:** To comply with the differentiated regulations in various regions, Kingdee may need to invest substantial resources to adjust its product architecture, data management processes, and legal team, resulting in a significant increase in compliance costs.
- 產品設計重構：**某些區域性法規可能要求產品具備特定功能或數據處理機制，迫使金蝶重新設計或定制核心SaaS產品，影響產品標準化和規模化效益。

**Product Design Reconstruction:** Certain regional regulations may require products to have specific functions or data processing mechanisms, forcing Kingdee to redesign or customize its core SaaS products, which affects product standardization and economies of scale.

## 應對措施 Response Measures

- 設立跨部門全球數字合規專項小組：**由法務、信息安全、研發、市場和戰略部門組成，專門負責跟蹤、分析全球數字監管動態，評估其對金蝶業務的潛在影響。

**Establish a cross-departmental global digital compliance task force:** Composed of legal, information security, R&D, marketing, and strategy departments, it is specifically responsible for tracking and analyzing global digital regulatory dynamics and assessing their potential impact on Kingdee's business.
- 構建動態合規框架：**開發靈活的、可配置的合規管理系統，能夠快速適應不同地區的數據治理和安全要求，並將其融入產品設計和開發生命週期。

**Build a dynamic compliance framework:** Develop a flexible and configurable compliance management system that can quickly adapt to data governance and security requirements in different regions and integrate them into the product design and development lifecycle.
- 深化技術棧本土化與多雲戰略：**積極探索和投資符合特定國家或地區要求的本土化雲基礎設施和技術解決方案，或採取多雲策略，降低對單一技術棧或地域的依賴。

**Deepen the localization of technology stack and multi-cloud strategy:** Actively explore and invest in localized cloud infrastructure and technology solutions that meet the requirements of specific countries or regions, or adopt a multi-cloud strategy to reduce dependence on a single technology stack or region.



### 1.3.4 風險管理文化 Risk Management Culture

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

Kingdee International has established a comprehensive risk management culture system through a three-level mechanism of "awareness cultivation - capacity building - practical participation", systematically enhancing the risk awareness and response capabilities of all employees.

#### 1.3.4.1 風險管理培訓 Risk Management Training

##### 風險管理教育 Risk Management Education

###### 董事培訓 Director Training

為所有非執行董事提供系統性且定期的風險管理教育，專注於提升非執行董事對公司整體風險管理框架、新興風險趨勢及其潛在影響的理解。內容將涵蓋企業風險管理（ERM）框架和流程、關鍵和新興風險領域等  
Provide systematic and regular risk management education to all non-executive directors, focusing on enhancing their understanding of the Company's overall risk management framework, emerging risk trends, and their potential impacts. The content will cover the enterprise risk management (ERM) framework and processes, key and emerging risk areas, etc.

##### 風險意識培養 Risk Awareness Training

###### 定期專項培訓 Regular Specialized Training

- **法律合規部：**商業合同風險、知識產權保護、合規經營等  
**Legal Compliance Department:** Commercial contract risks, intellectual property protection, compliant operation, etc.
- **信息安全部：**數據安全、隱私保護、系統安全等  
**Information Security Department:** Data Security, Privacy Protection, System Security, etc.
- **財務部：**財務風險防控、資金安全、內控制度等  
**Finance Department:** Financial risk prevention and control, fund security, internal control systems, etc.
- **董事會事務部：**氣候風險、環境合規等新興風險領域  
**Board Affairs Department:** Emerging risk areas such as climate risk and environmental compliance

###### 案例學習 Case Study

定期分享內外部風險事件案例，提升風險防範意識  
Regularly share internal and external risk event cases to enhance risk prevention awareness

##### 風險管理能力建設 Risk Management Capacity Building

###### 分層級培訓體系 Hierarchical Training System

- **管理層：**戰略風險研討會、風險管理最新趨勢等研討會  
**Management:** Seminars on strategic risk, latest trends in risk management, etc.
- **中層管理者：**風險識別與評估、風險應對策略等進階培訓  
**Middle-level managers:** Advanced training on risk identification and assessment, risk response strategies, etc.
- **基層員工：**崗位相關風險防控、操作規範等基礎培訓  
**Frontline employees:** Basic training on job-related risk prevention and control, operating procedures, etc.

###### 外部交流 External Communication

定期邀請行業專家分享最佳實踐  
Regularly invite industry experts to share best practices

##### 實踐參與機制 Implementation Participation Mechanism

###### 風險管理項目 Risk Management Project

鼓勵員工提出風險管理改善建議  
Encourage employees to propose suggestions for improving risk management.

###### 激勵機制 Incentive Mechanism

多個風險管理專職部門將風險管理基礎知識培訓納入績效考核指標  
Multiple dedicated risk management departments have incorporated basic risk management knowledge training into performance assessment indicators

#### 1.3.4.2 在產品和服務開發中納入風險標準 Incorporate Risk Criteria into Product and Service Development

我們認為，將全面的風險標準系統性地融入產品和服務開發的整個生命週期，是實現可持續發展和長期價值創造的關鍵。儘管公司已在產品質量和數據安全及隱私保護方面建立了嚴格的管理體系和認證，但為確保更全面的風險考量，我們計劃在2025年進一步加強在產品和服務開發初期和整個生命週期中，對各類風險標準的全面整合。

We believe that systematically integrating comprehensive risk standards into the entire lifecycle of product and service development is the key to achieving sustainable development and long-term value creation. Although the Company has established strict management systems and certifications in product quality, data security, and privacy protection, to ensure more comprehensive risk considerations, we plan to further strengthen the full integration of various risk standards in the early stages and throughout the entire lifecycle of product and service development in 2025.

## 具體措施和披露重點包括

### Specific Measures and Key Disclosure Points Include

#### 風險驅動的產品設計原則 Risk-Driven Product Design Principles

在所有新產品和服務，特別是針對生成式AI產品的概念設計階段，明確引入「設計即安全」「設計即合規」「設計即倫理」的風險管理標準。這將涵蓋財務風險、運營風險、監管風險、網絡安全風險、數據隱私風險以及技術倫理風險。

In the conceptual design phase of all new products and services, especially those targeting generative AI products, explicitly introduce risk management standards of "design for safety", "design for compliance", and "design for ethics". This will cover financial risks, operational risks, regulatory risks, cybersecurity risks, data privacy risks, and technological ethics risks.

#### 產品生命週期中的風險評估與控制點 Risk Assessment and Control Points in the Product Life Cycle

- 需求分析與規劃階段：** 對潛在市場、技術、法律合規及倫理風險進行初步評估。  
**Needs Analysis and Planning Phase:** Conduct preliminary assessments of potential market, technology, legal compliance, and ethical risks.
- 設計與開發階段：** 將數據安全與隱私保護措施、技術倫理準則、質量管理標準等作為強制性要求納入開發流程，並進行定期審計以驗證其有效性。  
**Design and Development Phase:** Incorporate data security and privacy protection measures, technical ethics guidelines, quality management standards, etc. as mandatory requirements into the development process, and conduct regular audits to verify their effectiveness.
- 測試與發佈階段：** 進行全面的風險評估和漏洞掃描，確保產品在發佈前滿足所有預設的風險標準。  
**Testing and Release Phase:** Conduct comprehensive risk assessments and vulnerability scans to ensure that the product meets all pre-set risk criteria before release.
- 運營與維護階段：** 建立緊急事件響應機制，持續監控產品運營中的風險，並根據用戶反饋和外部環境變化進行迭代優化。  
**Operation and Maintenance Phase:** Establish an emergency response mechanism, continuously monitor risks in product operation, and conduct iterative optimization based on user feedback and changes in the external environment.

#### 跨部門協作機制 Cross-Departmental Collaboration Mechanism

成立由研發、法務、信息安全、合規和業務部門共同參與的產品風險審查委員會，確保在產品開發的關鍵節點進行多維度風險評估和決策。

Establish a Product Risk Review Committee jointly participated by R&D, legal, information security, compliance, and business departments to ensure multi-dimensional risk assessment and decision-making at key junctures of product development.

#### 供應商和合作夥伴納入風險標準 Supplier and Partner Inclusion of Risk Criteria

要求所有參與產品和服務開發的第三方供應商和合作夥伴簽署《網絡安全承諾函》和《行為準則》，將其行為納入金蝶的風險管理框架。

Require all third-party suppliers and partners involved in product and service development to sign a *Cyber Security Commitment Letter* and *Code of Conduct* to incorporate their actions into Kingdee's risk management framework.

通過上述舉措，金蝶旨在確保其所有產品和服務不僅符合客戶需求和行業最高質量標準，更能從根本上規避和管理潛在風險，為客戶提供更安全、更可靠、更合規的企業管理雲服務。

Through the above measures, Kingdee aims to ensure that all its products and services not only meet customer needs and the highest industry quality standards, but also fundamentally avoid and manage potential risks, providing customers with safer, more reliable, and more compliant enterprise management cloud services.

## 1.4 商業道德與誠信 Business Ethics and Integrity

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

Kingdee International has always adhered to the principle of operating with integrity, abided by business ethics, continuously improved its compliance and business ethics management system, and practiced the values of "Acting in all Conscience, with Integrity and Righteousness" through measures such as improving system construction, strengthening audit and supervision, and deepening the sense of responsibility, ensuring that the Group adheres to the compliance bottom line.

### 1.4.1 商業道德管理體系 Business Ethics Management System

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

Kingdee International strictly adheres to laws and regulations such as the *Anti-Monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Prevention of Bribery Ordinance*, and the *Competition Ordinance of Hong Kong*. It sets major issues such as anti-corruption, anti-bribery, and conflict of interest as the group's bottom line, and makes comprehensive and standardized requirements at key points in each business to ensure the enterprise's compliant operation and steady progress.

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

We incorporate business ethics risks into the overall risk management system, and the risk management framework applies to business risk management. The Group's Board-level committee is ultimately responsible for business ethics management and exercises the highest level of supervision over business ethics-related work.

我們制定了《金蝶集團勞工僱傭與道德行為指南》《金蝶紀律處分條例》《金蝶生態合作夥伴違規處罰管理辦法》《特殊事項報備及處理說明》等商業道德規範制度文件，針對反腐敗與反賄賂、商業祕密保護、利益衝突、反壟斷與反不正當競爭、反洗錢與內幕交易以及規範慈善捐贈等內容做出明確要求，攜手員工、供應商及合作夥伴共同營造透明、誠信與負責任的商業環境。我們定期對上述商業道德相關制度文件的實施、執行和合規性進行審查和評估，根據法律法規和業務實踐進行內容修訂。

We have formulated a series of business ethics code system documents, including the *Kingdee Group Labor Employment and Ethical Conduct Guidelines*, the *Kingdee Disciplinary Regulations*, the *Kingdee Ecological Partners Violation Punishment Management Measures*, the *Special Matters Reporting and Handling Guidelines*, etc., which clearly stipulate requirements regarding anti-corruption and anti-bribery, protection of trade secrets, conflict of interest, anti-monopoly and anti-unfair competition, anti-money laundering and insider trading, as well as regulation of charitable donations, etc., and work together with employees, suppliers, and partners to create a transparent, honest, and responsible business environment. We regularly review and evaluate the implementation, enforcement and compliance of the above-mentioned business ethics-related system documents, and revise the content in accordance with laws, regulations and business practices.

## 金蝶商業道德行為規範 Kingdee Business Ethics and Conduct Guidelines

### 反腐敗與反賄賂 Anti-Corruption and Anti-Bribery

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

### 反歧視與反騷擾 Anti-Discrimination and Anti-Harassment

- 拒絕一切形式的歧視和偏見行為，並禁止工作場所中的任何騷擾行為（包括性騷擾與非性騷擾）。  
Reject all forms of discriminatory and prejudicial behavior, and prohibit any form of harassment (including sexual and non-sexual harassment) in the workplace.

### 商業祕密保護 Protection of Trade Secrets

- 嚴格保護集團的商業祕密與敏感信息，禁止任何可能導致集團信息安全受損的行為。  
The Group's trade secrets and sensitive information shall be strictly protected and any actions that may compromise the Group's information security is prohibited.

### 利益衝突管理 Conflict of Interest Management

- 在履職過程中應避免實際或潛在的利益衝突，遵守相關法律法規與指引；  
Actual or potential conflicts of interest shall be avoided while performing duties and compliance with relevant laws, regulations, and guidelines is required;
- 員工不得因任何關係影響其工作職責與商業判斷，亦不得從事或參與任何與集團利益相沖突的活動，任何潛在利益衝突需立即上報。  
Employees must not allow personal relationships to influence their job responsibilities or business decisions, nor engage in any activities that conflict with the Group's interests. Any potential conflicts of interest must be reported immediately.

### 反壟斷與反不正當競爭 Anti-Monopoly and Anti-Unfair Competition

- 倡導公平競爭，嚴格遵守各區域反壟斷與反競爭法律法規，堅決抵制任何不正當競爭行為或壟斷活動。  
We advocate fair competition and strictly comply with anti-monopoly and anti-unfair competition laws and regulations in all operating regions, firmly opposing any unfair competition or monopolistic activities.

### 反洗錢與內幕交易 Anti-Money Laundering and Insider Trading

- 不得參與任何形式的洗錢活動；  
Participation in any form of money laundering activities is prohibited;
- 不得利用內幕信息進行內部交易。  
The use of insider information for internal trading is prohibited.

### 舉報人保護 Whistleblower Protection

- 公司將保護舉報人的身份，並確保對舉報內容進行公正、保密的調查。  
The Company will protect the identity of whistleblowers and ensure that whistleblower reports are investigated fairly and confidentially.

### 規範慈善捐贈 Regulation of Charitable Donations

- 所有慈善捐贈與贊助均須經過嚴格審核程序，相關活動須透明且有記錄。  
All charitable donations and sponsorships must undergo a strict review process, ensuring transparency and proper record-keeping.

### 1.4.1.1 商業道德審計監督 Business Ethics Audit and Supervision

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

報告期內，集團對內部 28 個組織進行了常規經營審計或專項審計我們嚴肅處理財經違紀、信息安全違規、營銷領域違紀等違規違紀行為，捍衛集團底線。

Kingdee International has established a business ethics auditing mechanism, regularly conducting business ethics audits for all operations, sites and subsidiaries. The audit scope includes compliance with internal business ethics policies, identification and management of business ethics risks, etc. The Group Audit Department is responsible for assuming primary supervision responsibilities for the business operations of each module within the organization. Each year, through internal and external leads such as routine business audits and employee whistleblowing, it identifies individuals involved in disciplinary violations and relevant business scopes, and conducts investigations and subsequent handling of incidents involving irregularities and fraud.

During the reporting period, the Group conducted regular operational audits or special audits on 28 internal organizations. We have seriously dealt with violations of financial discipline, information security regulations, and disciplinary violations in the marketing field, safeguarding the Group's bottom line.

#### • 關鍵績效 Key Performance

報告期內 During the reporting period

- 開展常規經營審計或專項審計的組織覆蓋率：**49.12%**  
Coverage of organizations undergoing routine or special audits : **49.12%**
- 腐敗或賄賂類事件：**0**次  
Corruption or bribery incidents: **0** times
- 歧視或騷擾類事件：**0**次  
Discrimination or harassment incidents: **0** times
- 洗錢或內幕交易類事件：**0**次  
Money laundering or insider trading incidents: **0** times
- 其他（質量問題，違反公司制度等）事件：**26**次  
Other (quality issues, violations of company policies, etc.) incidents: **26** times
- 2025年度，公司是否因腐敗/賄賂被政府機構罰款，總金額為：**0**元。  
In 2025, has the Company been fined by government agencies for corruption/bribery. The total amount is: **0** RMB.
- 2025年度，公司是否因腐敗/賄賂被刑事定罪，數量為：**0**起。  
In 2025, the number of criminal convictions of the Company for corruption/bribery was: **0** cases.
- 客戶隱私數據違規類事件：**0**次  
Customer privacy data violation events: **0** times
- 利益衝突類事件：**0**次  
Conflict of Interest Events: **0** times

### 1.4.1.2 舉報處理 Whistleblowing and Case Handling

**舉報制度及渠道：**所有舉報渠道證 7x24 小時可用，支持匿名舉報，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。針對全球不同區域的員工，舉報渠道具備技術與能力提供更多語言支持。《金蝶集團勞工僱傭與道德行為指南》《金蝶紀律處分條例》等相關制度文件中均有專門模塊對集團的舉報政策和規定進行了闡述；金蝶雲社區、《陽光合作承諾書》等相關制度條款均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。金蝶官網「廉潔與舉報」模塊附有效舉報路徑，由審計部及其他相關部門運營。

**Whistleblowing System and Channels:** All whistleblowing channels are available 24/7 and support anonymous reporting. Whistleblowers may submit reports via email, telephone, in-person interviews, or other convenient methods. To accommodate our global workforce, these channels provide multilingual support. Detailed whistleblowing policies and regulations are articulated in key institutional documents to provide whistleblowers with protection from retaliation, including the *Kingdee Group Labor Employment and Ethical Conduct Guidelines* and the *Kingdee Disciplinary Regulations and procedures*; Relevant provisions are also specified in the Kingdee Cloud Community and the *Letter of Commitment to Anti-Corruption Cooperation*. Additionally, Chairman Xu Shaochun's personal account serves as an accessible channel for collecting complaints and whistleblowing information. The "Integrity and Whistleblowing" module on Kingdee's official website provides effective reporting pathways, which are managed by the Audit Department and other relevant functions.



舉報電話：0755-86072602  
Whistleblowing Hotline: 0755-86072602



舉報郵箱：jubao@kingdee.com  
Whistleblowing Email: jubao@kingdee.com

**舉報接收處理：**審計部承接舉報受理工作，所有收到的舉報詳情均嚴格保密，不會與無關方共享。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。審計部對於所有收到的舉報詳情均會被嚴格保密，不會與無關方共享，並根據不同案件類型成立專項小組進行調查處理，並將調查結果及時匯報和依規公佈。

**Whistleblowing reception and processing:** The Audit Department is responsible for handling reports. All details of received reports are strictly confidential and will not be shared with unrelated parties. For named reports, the Audit Department will communicate with the reporter within 24 hours; for anonymous reports with clear leads and materials, the Audit Department will process them as soon as possible and actively strive to contact the reporter. The Audit Department will strictly keep confidential all details of received reports, not share them with unrelated parties, establish special project teams according to different case types for investigation and handling, and promptly report and publicly announce the investigation results in accordance with regulations.

**舉報人保護機制：**公司明確承諾對舉報人報復的行為採取零容忍政策，並對任何報復行為採取紀律處分。同時要求舉報人不得將舉報郵件群發、密送多人，否則一律取消舉報獎勵資格；集團鼓勵實名舉報，同時支持匿名舉報；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。

### 1.4.1.3 商業道德培訓 Business Ethics Training

金蝶國際每年面向全體員工（包括全職員工、實習生及勞務派遣人員）開展商業道德培訓和宣貫。報告期內，我們針對全體員工及承包商 / 供應商開展廉潔培訓活動。對於全體員工，我們通過內部 OA 系統精準投放廉潔教育信息，推進廉潔文化建設；對於承包商 / 供應商，我們每年不定期開展 ESG 培訓及宣貫，商業道德及深入理解《陽光合作承諾書》的部分是所有新老合作夥伴的年度必修課。

報告期內，我們開展涵蓋《金蝶紀律處分條例》宣導、違規舞弊典型案例、廉潔宣貫等 20 餘場專題培訓活動，培訓時長合計 30 小時，覆蓋人數約 2,000 餘人；持續在金蝶國際財務線員工大會中進行審計工作宣貫及廉潔宣講，覆蓋人數超 200 人，強化員工合法合規意識，降低潛在違法違紀風險。集團在 20 場商業道德的專題培訓中，公開向員工提供瞭如何使用舉報渠道和舉報政策的詳細信息，更明確地針對舉報機制的運作流程、匿名舉報的權利、信息保密承諾以及防止報復的政策進行了專項講解。我們確保員工充分了解舉報流程，並利用這些渠道報告潛在的不當行為。

**Whistleblower Protection Mechanism:** The Company is strictly committed to a zero-tolerance policy against any form of retaliation toward whistleblowers and will take disciplinary action against any retaliatory behavior. Meanwhile, whistleblowers are required to refrain from mass distributing or blind carbon copying (BCC) whistleblowing emails to multiple recipients; failure to comply will result in disqualification from any whistleblowing rewards; The Group encourages real-name reporting while continuing to support anonymous whistleblowing. The department and personnel responsible for handling reports shall maintain strict confidentiality regarding the whistleblower's identity and provided materials. Access to whistleblowing-related information is restricted to authorized personnel on a need-to-know basis to ensure the integrity of the supervision process and the safety of both the whistleblowers and their information.

Kingdee International conducts business ethics training and promotion annually for all employees (including full-time employees, interns, and labor dispatch personnel). During the reporting period, we carried out anti-corruption training activities for all employees, contractors, and suppliers. For all employees, we precisely deliver anti-corruption education information through the internal OA system to promote the construction of anti-corruption culture; for contractors and suppliers, we conduct ESG training and promotion on an irregular basis each year, and the parts on business ethics and in-depth understanding of the *Letter of Commitment to Anti-Corruption Cooperation* are annual compulsory courses for all new and old partners.

During the reporting period, we conducted over 20 special training activities covering topics such as the promotion of the *Kingdee Disciplinary Regulations*, typical cases of irregularities and fraud, and integrity promotion, with a total training duration of 30 hours and covering approximately 2,000 participants; we continuously carried out the promotion and publicity of audit work and integrity in the Kingdee International Finance Line Staff Conference, covering over 200 participants, strengthening employees' awareness of legality and compliance, and reducing potential risks of illegal and disciplinary violations. The Group provided detailed information on how to use the reporting channels and reporting policies to employees during 20 specialized training sessions on business ethics, and also provided specific explanations on the operating procedures of the reporting mechanism, the rights of anonymous reporting, information confidentiality commitments, and policies to prevent retaliation. We ensure that employees fully understand the reporting process and utilize these channels to report potential misconduct.

過去 3 年通過各渠道接獲舉報約 30 個，以違反營銷類制度案件為主，違紀行為已依據《金蝶紀律處分條例》對應條款進行處罰，未發生舉報人遭遇報復事件。

Over the past three years, approximately 30 reports were received through various channels, mainly involving cases of violations of marketing-related regulations. Disciplinary actions have been taken in accordance with the corresponding provisions of the *Kingdee Disciplinary Regulations*, and no incidents of retaliation against whistleblowers have occurred.

#### • 關鍵績效 Key Performance

報告期內 During the reporting period

- 商業道德員工培訓覆蓋率：100%  
Business ethics training coverage rate: 100%
- 商業道德承包商/供應商宣導覆蓋率：100%  
Coverage rate of business ethics contractor/supplier promotion: 100%
- 發生舉報人遭遇報復事件：0 起  
Number of cases where whistleblowers were retaliated against: 0

### 1.4.2 供應商廉潔管理 Supplier Integrity Management

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

我們不定期對內部關聯部門、供應商進行誠信廉潔、合作共贏倡導，以持續提升供應鏈廉潔水平。報告期內，我們對常態化合作的供應商，約 730 個聯繫人及我們內部關聯部門開展廉潔意識倡導，取得良好效果。

Kingdee International has developed the *Kingdee CSR Code of Conduct for Suppliers*, comprehensively regulating suppliers' management and practices in areas such as business ethics, labor rights protection, occupational health and safety, and environmental protection, to promote the continuous improvement of suppliers' ESG levels. At the same time, we require all suppliers to have anti-corruption policies and sign the *Kingdee CSR Code of Conduct for Suppliers* and the *Letter of Commitment to Anti-Corruption Cooperation* to ensure compliance and transparency throughout the cooperation process.

We conduct irregular advocacy on Integrity, Cleanliness, and Win-Win Cooperation among internal affiliated departments and suppliers to continuously improve the integrity level of the supply chain. During the reporting period, we carried out integrity awareness advocacy among approximately 730 contacts of suppliers with regular cooperation and our internal affiliated departments, achieving good results.

## 1.5 可持續供應鏈管理 Sustainable Supply Chain Management

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

Kingdee International integrates the concept of sustainable development into supply chain management, strengthens the supply chain's risk resistance capabilities, and builds a greener and more resilient supply chain. We have formulated the *Kingdee CSR Code of Conduct for Suppliers*, to comprehensively standardize suppliers' management and practices in areas such as labor rights protection, occupational health and safety, environmental protection, and business ethics, and to promote the continuous improvement of suppliers' ESG performance.

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

#### 勞工權益保護 Labor Rights Protection

不得容忍任何形式的就業歧視，並且必須能夠證明其如何對員工的平等與公平待遇進行監督；杜絕使用童工，禁止強迫勞動；遵守工資、工時及福利法規，確保薪資不低於當地最低標準；尊重並維護員工尊嚴，禁止任何形式的騷擾和暴力行為；尊重員工自由組建和參加工會及集體談判的權利。

Any form of employment discrimination shall not be tolerated, and it must be able to prove how it monitors the equal and fair treatment of employees; the use of child labor shall be prohibited, and forced labor shall be banned; wage, working hours, and welfare regulations shall be complied with to ensure that wages are not lower than the local minimum standard; employees' dignity shall be respected and maintained, and any form of harassment and violence shall be prohibited; employees' rights to freely form and join trade unions and engage in collective bargaining shall be respected.

#### 職業健康與安全 Occupational Health and Safety

為員工提供健康與安全的工作環境，識別、評估並最大限度降低工作環境中的危害因素，防止事故及職業病；定期向員工提供健康檢查與培訓，按照法規要求配備應急設施與器材；建立安全組織架構與應急小組，制定應急預案，開展應急預案演練。

Provide employees with a healthy and safe working environment, identify, assess, and minimize hazard factors in the working environment to prevent accidents and occupational diseases; regularly provide employees with health examinations and training, and equip emergency facilities and equipment in accordance with regulatory requirements; establish a safety organizational structure and emergency response team, develop emergency response plans, and conduct emergency response plan drills.

#### 環境保護 Environmental Protection

遵守環境相關法律法規，獲取必要的環境許可證和/或其他批准文件；提高能源與資源使用效率，合理處置廢棄物，減少污染物排放；嚴格遵守禁止或限制特定物質的適用法律法規和客戶要求，確保產品符合綠色環保要求；制定突發環境事件預案，組織應急演練，確保環境安全；實施減少能源消耗和溫室氣體排放的措施，推行清潔生產，鼓勵對能源消耗和溫室氣體排放進行覈算。

Comply with environmental laws and regulations, obtain necessary environmental permits and/or other approval documents; improve energy and resource use efficiency, properly dispose of waste, and reduce pollutant emissions; strictly adhere to applicable laws and regulations and customer requirements regarding the prohibition or restriction of specific substances to ensure that products meet green environmental protection requirements; develop contingency plans for sudden environmental incidents, organize emergency drills, and ensure environmental safety; implement measures to reduce energy consumption and greenhouse gas emissions, promote clean production, and encourage the accounting of energy consumption and greenhouse gas emissions.

#### 商業道德 Business Ethics

遵守所適用的法律法規，誠信經營，禁止造假和欺瞞行為；不得從事損害金蝶利益的不道德或不誠信行為，避免自利交易或利益衝突；不得容忍任何形式貪污、賄賂、腐敗行為；尊重知識產權，採取有效措施保護金蝶知識產權，防止侵犯他人權益；遵守保密義務與數據合規要求，妥善保管金蝶及客戶信息；遵守公平競爭、反壟斷與反托拉斯法，執行公平交易、公告和競爭的標準。

Comply with applicable laws and regulations, operate with integrity, and prohibit counterfeiting and deception; refrain from engaging in unethical or dishonest behavior that harms Kingdee's interests, and avoid self-dealing or conflicts of interest; do not tolerate any form of corruption, bribery, or misconduct; respect intellectual property rights, take effective measures to protect Kingdee's intellectual property, and prevent infringement of others' rights; comply with confidentiality obligations and data compliance requirements, and properly safeguard Kingdee and customer information; comply with fair competition, anti-monopoly, and anti-trust laws, and enforce standards for fair trade, public notice, and competition.

#### 禁止貪污賄賂 Prohibit Corruption and Bribery

嚴禁任何形式的貪污賄賂行為，包括向政府官員或交易相對方支付不當款項或提供好處。

Any form of corruption and bribery, including making improper payments or providing benefits to government officials or counterparties, is strictly prohibited.

#### 尊重知識產權 Respect Intellectual Property Rights

採取有效措施保護金蝶及第三方的知識產權，避免侵權行為。

Take effective measures to protect the intellectual property rights of Kingdee and third parties and avoid infringement.

#### 保密與數據合規 Confidentiality and Data Compliance

嚴格履行保密義務，妥善保管機密信息；

Strictly fulfill confidentiality obligations and properly safeguard confidential information;

僅在合法授權下收集、處理和存儲個人信息。

Personal information is collected, processed, and stored only under legal authorization.

## 公平交易與競爭 Fair Trade and Competition

遵守反壟斷法及公平競爭法，不得通過操縱或特權信息獲取不公平利益。  
Comply with anti-monopoly laws and fair competition laws, and do not obtain unfair benefits through manipulation or privileged information.

## 進出口與貿易管制 Import and Export and Trade Controls

遵守適用的貿易管制及進出口法律，將貿易合規嵌入公司流程並及時更新調整。  
Comply with applicable trade control and import/export laws, embed trade compliance into company processes, and update and adjust in a timely manner.

### 1.5.1 供應商 ESG 管理 Supplier ESG Management

金蝶國際針對供應商實行分類分級管理，我們在供應商准入、績效評估等方面對供應商 ESG 管理和實踐進行動態跟蹤和管控。本集團根據「對集團的重要性」和「市場環境」將供應商分為重要供應商、標準供應商、零星供應商、臨時供應商四類，針對不同類別供應商實施相應的管理策略。2025 年，本集團共有供應商 1,273 家，其中重要供應商共 105 家。

Kingdee International implements classified and graded management for suppliers. We conduct dynamic tracking and control of suppliers' ESG management and practices in areas such as supplier onboarding and performance evaluation. The Group classifies suppliers into four categories, namely key suppliers, standard suppliers, sporadic suppliers, and temporary suppliers, based on "importance to the Group" and "market environment", and implements corresponding management strategies for different categories of suppliers. In 2025, the Group had a total of 1,273 suppliers, among which there were 105 key suppliers.

### 供應商准入審核 Supplier Access Audit

金蝶國際設立了明確的供應商選擇標準，在准入階段，我們將對供應商運營情況與可持續性進行審核，審核通過後才能成為金蝶供應商。所有供應商必須簽署供應商准入資料、供應商註冊及准入協議，其中內容包含《供應商 CSR 行為準則》《陽光合作承諾書》《保密承諾書》《利益衝突調查表》等，規範供應商在勞工權益保護、職業健康與安全、環境保護及商業道德等方面的管理與實踐。

Kingdee International has established clear supplier selection criteria. During the pre-qualification stage, we will review the suppliers' operational status and sustainability, and they can only become Kingdee suppliers after passing the review. All suppliers must sign the Supplier Pre-Qualification Information, Supplier Registration and Pre-Qualification Agreement, which includes documents such as the *Kingdee CSR Code of Conduct for Suppliers*, the *Letter of Commitment to Anti-Corruption Cooperation*, the *Confidentiality Commitment*, and the *Conflict of Interest Disclosure Form*, etc., to standardize suppliers' management and practices in areas such as labor rights protection, occupational health and safety, environmental protection, and business ethics.

### 供應商績效評估 Supplier Performance Evaluation

金蝶每年對合作的重要及標準供應商進行年度績效評估，評估項包括質量、服務、交期、成本和綜合實力因素，以及一票否決的黑名單項。評估結果作為持續合作的參考。2025 年度，我們對 95 家提供專業服務的交付供應商進行了年度績效評估，審核維度包括外包合作規模、認證人數、機構滿意度、客戶 / 機構投訴等，結果顯示，優秀供應商佔比 20%，合格佔比 79%，受限佔比 1%。針對受限供應商，我們依據《專業服務夥伴管理辦法》對夥伴進行年度審核和重新定級，最後根據年審結果，夥伴進行續簽或者退盟。

金蝶每年度會從參與績效評估的供應商中遴選出優秀供應商，並頒發獎項。通過這種方式，發揮金蝶品牌的影響力，不僅表彰在 ESG 實踐上表現優秀的供應商，也激勵整個供應鏈持續改善。

Kingdee conducts annual performance evaluations of its key and standard suppliers every year. Evaluation items include quality, service, delivery time, cost, and comprehensive strength factors, as well as blacklist items with a one-vote veto. The evaluation results serve as a reference for continued cooperation. In 2025, we conducted annual performance evaluations of 95 delivery suppliers providing professional services. Audit dimensions included outsourcing cooperation scale, number of certified personnel, institutional satisfaction, customer/institutional complaints, etc. The results showed that excellent suppliers accounted for 20%, qualified suppliers accounted for 79%, and restricted suppliers accounted for 1%. For restricted suppliers, we conduct annual audits and reclassification of partners in accordance with the *Professional Service Partner Management Measures*, and finally, based on the annual audit results, partners either renew their contracts or withdraw from the alliance.

Kingdee selects outstanding suppliers from those participating in performance evaluations each year and awards them. In this way, Kingdee leverages the influence of its brand to not only recognize suppliers that have excelled in ESG practices but also to motivate continuous improvement across the entire supply chain.



## 供應商 ESG 培訓與溝通 Supplier ESG Training and Communication

金蝶國際通過生態合作夥伴大會、日常合作交流、郵件等渠道與供應商保持緊密溝通，確保《金蝶供應商 CSR 行為準則》等要求有效傳達。2025 年度，我們啟動了供應商 ESG 專項培訓，覆蓋了採購金額佔比達到 80% 以上的核心供應商。同時，我們不定期面向供應商開展商業道德、數據合規、信息安全與隱私保護等方面的培訓與宣貫，與供應商交流經驗，推動供應商可持續發展管理能力的持續提升。

Kingdee International maintains close communication with suppliers through channels such as the Ecosystem Partner Conference, daily cooperation exchanges, and emails to ensure that requirements such as the *Kingdee CSR Code of Conduct for Suppliers* are effectively communicated. In 2025, we launched a special ESG training program for suppliers, covering core suppliers whose procurement amount accounts for more than 80%. At the same time, we regularly conduct training and publicity on business ethics, data compliance, information security, and privacy protection for suppliers, exchange experiences with them, and promote the continuous improvement of suppliers' sustainable development management capabilities.

### • 關鍵績效 Key Performance

報告期內 During the reporting period

- 供應商總數：1,273 家  
Total number of suppliers: 1,273
- 重要供應商數量：105 家  
Number of key suppliers: 105
- 簽署《供應商CSR行為準則》或相關準則的供應商比例：99.69%  
Percentage of suppliers who have signed the *Kingdee CSR Code of Conduct for Suppliers* or relevant codes: 99.69%
- 簽署《陽光合作承諾書》的供應商比例：99.69%  
Percentage of suppliers who have signed the *Letter of Commitment to Anti-Corruption Cooperation*: 99.69%
- ESG專項培訓覆蓋採購金額佔比達到 80% 以上的核心供應商。  
ESG specialized training covers core suppliers with procurement amounts accounting for more than 80%.

## 供應鏈 ESG 風險評估與管理 Supply Chain ESG Risk Assessment and Management

為識別供應鏈環境及社會風險，本年度我們啟動了深度的供應商 ESG 評估項目，覆蓋了採購金額佔比達到 80% 以上的核心供應商。評估維度涵蓋氣候行動、勞工權益、商業道德及新興技術倫理等關鍵指標。

### 評估結果與表現

根據評估數據，金蝶生態圈在社會與管治層面表現穩健，但在環境管理與新興技術治理上存在提升空間：

To identify environmental and social risks in the supply chain, we launched a comprehensive ESG assessment project for suppliers this year, covering core suppliers whose procurement amount accounted for over 80% of the total. The assessment dimensions cover key indicators such as climate action, labor rights, business ethics, and emerging technology ethics.

### Assessment Results and Performance

Based on the assessment data, the Kingdee ecosystem demonstrated robust performance in the social and governance aspects, but there is room for improvement in environmental management and emerging technology governance:

## 優勢領域（社會 & 管治） Strength Areas (Social & Governance)

### 勞工標準與人權 Labor Standards and Human Rights

這是得分率最高的領域。絕大多數供應商在「擁有明確政策確保無強迫勞動/童工」及「法定福利合規」方面獲得滿分。This is the area with the highest scoring rate. The vast majority of suppliers received full marks in the areas of "having clear policies to ensure no forced labor/child labor" and "compliance with statutory benefits".

### 商業道德 Business Ethics

通過簽署《陽光合作承諾書》及覆蓋730餘名供應商對接人的廉潔宣導，大部分供應商建立了正式反腐敗政策，該指標普遍獲得滿分。Through signing the *Letter of Commitment to Anti-Corruption Cooperation* and conducting integrity education covering over 730 supplier contacts, most suppliers have established formal anti-corruption policies, and this indicator generally received full marks.

## 風險與短板（環境 & 新興技術） Risks and Shortcomings (Environmental & Emerging Tech)

### AI倫理與責任 AI Ethics and Responsibility

在軟件行業快速應用AI技術的背景下，部分中小型ISV夥伴在「AI倫理控制」及「防範算法偏見」方面得分較低，尚未建立專門的倫理審查機制。Against the backdrop of the rapid adoption of AI technology in the software industry, some small and medium-sized ISV partners have scored relatively low in "AI ethical control" and "prevention of algorithmic bias" and have not yet established a dedicated ethical review mechanism.

### 氣候行動滯後 Lagging climate action

許多中小合作夥伴尚未進行溫室氣體（Scope 1 & 2）核算，且缺乏經高管批准的減排目標。Many small and medium-sized partners have not yet conducted GHG (Scope 1 & 2) accounting and lack emission reduction targets approved by senior management.

### 管理體系認證 Management System Certification

部分供應商雖有政策但缺乏ISO 14001（環境）或ISO 27001（信息安全）等外部認證，存在潛在合規風險。Some suppliers, although having policies, lack external certifications such as ISO 14001 (Environment) or ISO 27001 (Information Security), posing potential compliance risks.

## 雲服務商（IaaS/PaaS）專項評估 Specialized Assessment of Cloud Service Providers (IaaS/PaaS)

針對核心雲基礎設施服務商，我們側重評估其高階合規能力。評估顯示，核心雲廠商在「科學碳目標（SBTi）承諾」「環境管理體系（隱含PUE能效管理）」以及「全生命週期數據安全管理（ISO 27701）」方面均獲得滿分，符合金蝶對綠色計算與數據隱私的高標準要求。For core cloud infrastructure service providers, we focus on evaluating their high-level compliance capabilities. The evaluation shows that core cloud providers have received full marks in "Science Based Targets initiative (SBTi) commitment", "Environmental Management System (including PUE energy efficiency management)", and "Lifecycle Data Security Management (ISO 27701)", meeting Kingdee's high standards for green computing and data privacy.

## ESG 表現進行監控 Monitor ESG performance

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

We monitor the daily ESG performance of suppliers, record significant ESG-related events of suppliers in the Supplier Abnormal Event Record form, and the severity affects their final annual assessment performance score; suppliers who violate agreements such as the *Letter of Commitment to Anti-Corruption Cooperation* and the *Kingdee CSR Code of Conduct for Suppliers* will be subject to a freeze penalty, and they can only reapply to become new suppliers after the rectification is completed and the freeze period has expired for 1 year.

### 1.5.2 綠色採購實踐 Green Procurement Practices

針對軟件行業的運營特點，金蝶制定了涵蓋 IT 基礎設施、辦公運營及雲服務的綠色採購標準，優先選擇具備環境效益的產品與服務：

In response to the operational characteristics of the software industry, Kingdee has developed green procurement standards covering IT infrastructure, office operations, and cloud services, giving priority to products and services with environmental benefits:

### 雲服務與算力採購 Cloud Services and Computing Power Procurement

除了常規的價格、功能與服務支持指標外，我們已將單位算力能耗及碳排放強度納入採購決策模型，優先選用採用清潔能源的數據中心服務，以降低公司運營層面的間接碳排放。

In addition to the regular price, functionality, and service support indicators, we have incorporated energy consumption per unit of computing power and carbon emission intensity into the procurement decision-making model, giving priority to data center services that use clean energy to reduce indirect carbon emissions at the Company's operational level.

### ISV 夥伴及交付夥伴 ISV Partner and Delivery Partner

我們將數據安全能力作為核心採購與准入標準之一，確保合作夥伴遵循嚴格的數據保護協議，共同維護客戶的數據隱私安全。

We take data security capabilities as one of the core procurement and access criteria to ensure that partners adhere to strict data protection agreements and jointly safeguard the data privacy and security of customers.

## IT 設備與電子產品 IT Equipment and Electronic Products

在服務器、電腦及周邊電子設備的採購中，我們結合項目實際需求，強制或優先要求產品具備國際公認的環保與能效認證。目前採納的認證標準包括：

In the procurement of servers, computers, and peripheral electronic devices, we combine the actual needs of the project to mandate or prioritize products with internationally recognized environmental protection and energy efficiency certifications. The currently adopted certification standards include:

- **能效類：**Energy Star（能源之星）、CECP（中國節能產品認證）、80Plus（高能效電源認證）；  
**Energy Efficiency Category:** Energy Star, CECP (China Energy Conservation Product Certification), 80Plus (High Efficiency Power Supply Certification);
- **綜合環保類：**EPEAT金牌認證、TCO認證（涵蓋生態、能源、輻射及人體工學）、RoHS（歐盟環保認證）。  
**Comprehensive Environmental Protection Category:** EPEAT Gold Certification, TCO Certification (covering ecology, energy, radiation, and ergonomics), RoHS (EU Environmental Certification).

## 行政物料與辦公傢俱 Administrative Supplies and Office Furniture

- **物料：**我們在日常運營中優先購買可再生打印紙和可再生衛生紙，減少對原生森林資源的消耗。  
**Materials:** We prioritize purchasing renewable printing paper and renewable toilet paper in our daily operations to reduce the consumption of virgin forest resources.
- **傢俱：**嚴格執行環保准入，要求辦公桌椅供應商必須提供環保資質與證書，且產品必須達到國家標準E0級環保要求，確保員工辦公環境的健康與安全。  
**Furniture:** Strictly enforce environmental protection access requirements, requiring office desk and chair suppliers to provide environmental protection qualifications and certificates, and products must meet the national standard E0 level environmental protection requirements to ensure the health and safety of employees' office environment.

## 用能與用水設備 Energy and water consumption equipment

- 對於空調、空壓機等高耗能設備，我們將能源節約程度列為關鍵參考標準。  
For high energy-consuming equipment such as air conditioners and air compressors, we list the degree of energy conservation as a key reference standard.
- 對於馬桶、水龍頭等用水器具，我們以水效等級作為決策依據，優先採購具有高水效標識的部件，從源頭降低運營水耗。  
For water-using appliances such as toilets and faucets, we use water efficiency grade as the decision-making basis, giving priority to purchasing components with high water efficiency labels to reduce operational water consumption at the source.

# 以客戶為中心， 長期堅持質量優先

Customer-centric,  
Long-term Adherence to Quality First

## 我們的理念 Our Philosophy

金蝶國際秉持「予力企業，成就不凡」的使命，始終「以客戶為中心，長期堅持質量優先」，通過卓越的產品質量夯實發展根基；強化隱私保護與數據安全，構建全方位的信息安全治理架構。公司積極響應時代趨勢，全面落實 AI 優先戰略，將 AI 治理深度融入產品研發體系；堅持訂閱優先，不斷優化客戶服務與投訴處理機制。同時，我們加速國際化佈局，深化產品本地化賦能；深入場景化應用，以科技賦能可持續發展。

Kingdee International adheres to the mission of "Empower every enterprise, to achieve phenomenal success", always "Customer-Centric, Long-term Adherence to Quality First", and consolidates the foundation for development through excellent product quality; strengthens privacy protection and data security, and builds a comprehensive information security governance framework. The Company actively responds to the trends of the times, fully implements AI-first strategy, and deeply integrates AI governance into the product R&D system; adheres to subscription-first, and continuously optimizes customer service and complaint handling mechanisms. At the same time, we accelerate internationalization layout, deepen product localization empowerment; and delve into scenario-based applications to empower sustainable development with technology.



## 2.1 質量優先 Quality First

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

Kingdee International has established a "Quality First" comprehensive quality management system, and is committed to providing customers with safe, reliable, and high-quality products. We adhere to strict quality and safety management throughout the entire product lifecycle, continuously optimize information security and privacy protection systems, enhance cybersecurity protection capabilities, and combine cutting-edge technologies with market demands to drive product innovation and iteration, thereby continuously improving product competitiveness and user experience.

### 2.1.1 卓越的產品質量 Outstanding Product Quality

金蝶國際踐行「質量優先」的質量哲學，致力於為客戶提供卓越的數字化產品與服務。我們建立了涵蓋產品規劃、設計、開發、測試、運營維護及退出的全生命週期質量管理體系，確保交付的產品安全、穩定、可靠。

Kingdee International adheres to the quality philosophy of "Quality First" and is committed to providing customers with excellent digital products and services. We have established a full lifecycle quality management system covering product planning, design, development, testing, operation and maintenance, and retirement to ensure that the delivered products are safe, stable, and reliable.

為保障質量戰略的有效落地，我們建立了客戶滿意與質量管理委員會（CSQC）。該委員會負責對集團質量管理體系標準進行評審與決策，制定質量戰略和質量目標，並對各業務單元的質量工作進行監督指導，確保質量責任落實到人，保證質量目標的達成。

To ensure the effective implementation of the quality strategy, we have established the Customer Satisfaction and Quality Management Committee (CSQC). This committee is responsible for reviewing and making decisions on the Group's quality management system standards, formulating quality strategies and quality objectives, and providing supervision and guidance on the quality work of each business unit to ensure that quality responsibilities are assigned to individuals and that quality objectives are achieved.

我們保持高比例研發投入，建立有效的創新激勵機制，積極聯動產業生態開展研發創新，組建優秀的研發團隊，並持續通過內部培養和外部引進等方式，優化研發人才隊伍，保持在企業數字化服務方面的領先水平。

We maintain a high proportion of R&D investment, establish effective innovation incentive mechanisms, actively collaborate with the industrial ecosystem to carry out R&D innovation, form excellent R&D teams, and continuously optimize the R&D talent pool through internal cultivation and external recruitment, etc., to maintain our leading position in enterprise digital services.

#### • 關鍵績效 Key Performance

截止於2025年12月31日 As of December 31, 2025

- 研發投入 **14.25** 億元，佔總營收 **20.34%**  
R&D investment reached **1.425** billion RMB, accounting for **20.34%** of total revenue
- 創新研發人員 **2,971** 人，佔總員工 **26.31%**  
There are **2,971** innovative R&D personnel, accounting for **26.31%** of the total employees

#### 2.1.1.1 質量管理體系認證 Quality Management System Certification

報告期內，我們持續保持多項國際及國內權威管理體系認證的有效性，覆蓋軟件開發、SaaS 服務及運維服務等核心業務領域：

During the reporting period, we have continuously maintained the effectiveness of multiple international and domestic authoritative management system certifications, covering core business areas such as software development, SaaS services, and operation and maintenance services:

| 管理體系<br>Management System   | 覆蓋範圍<br>Coverage Area   | 有效期<br>Validity Period         |
|---|---|--------------------------------|
| ISO 9001:2015質量管理體系<br>ISO 9001:2015 Quality Management System                              | 應用軟件的設計開發、市場推廣、諮詢、技術培訓和銷售服務<br>Design, Development, Marketing, Consulting, Technical Training, and Sales Services for Application Software  | 2027年12月6日<br>December 6, 2027 |
| ISO/IEC 42001:2023 人工智能管理體系<br>ISO/IEC 42001:2023 Artificial Intelligence 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所涉及的人工智能管理活動<br>Artificial intelligence management activities involved in the Design, Development, Marketing, Consulting, Technical Training, and Sales Services of Application Software | 2028年5月25日<br>May 25, 2028     |
| CMMI 5能力成熟度模型集成認證<br>CMMI 5 Capability Maturity Model Integration Certification             | 金蝶軟件（中國）有限公司<br>Kingdee Software (China) Co., Ltd.  | 2026年6月12日<br>June 12, 2026    |

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

### 2.1.1.2 質量檢定與審核機制 Quality Assurance and Audit Mechanism

我們構建了嚴密的內部與外部雙重審核機制，確保質量管理體系的合規性與有效性：

We have established a rigorous dual internal and external audit mechanism to ensure the compliance and effectiveness of the quality management system:

#### 標準化流程控制 Standardized Process Control

我們識別了從通過市場到線索 (MTL)、從線索到回款 (LTC)、從問題到解決 (ITM) 等6條核心業務流程，共計設定101個關鍵控制點 (KCP)，針對每個節點制定了嚴格的輸入輸出工作標準，從源頭把控質量。  
We have identified 6 core business processes, including Market to Lead (MTL), Lead to Cash (LTC), and Issue to Resolution (ITM), and have set a total of 101 Key Control Points (KCPs). For each node, we have developed strict input and output work standards to control quality from the source.

#### 質量檢定 Quality Audit

集團質量管理部每年制定年度產品質量內審規劃，組織經過專業培訓的內審員開展全業務覆蓋的質量審核。審核過程及結果均以電子化歸檔。針對發現的不符合項，我們嚴格執行「問題錄入—整改措施制定—結果驗證」的閉環管理機制，確保問題徹底解決。  
The Group's Quality Management Department formulates an annual internal audit plan for product quality each year, organizes professionally trained internal auditors to conduct quality audits covering all business operations. The audit process and results are all archived electronically. For non-conformities identified, we strictly implement a closed-loop management mechanism of "problem entry - formulation of corrective measures - result verification" to ensure that problems are thoroughly resolved.

#### 外部第三方審核 External Third-Party Audit

我們定期邀請第三方權威機構對管理體系進行監督審核。針對外審發現的問題，集團統一組織根因分析並制定糾正預防措施，確保證書持續有效且管理水平持續提升。  
We regularly invite third-party authoritative institutions to conduct supervision and audit of the management system. In response to the issues identified during the external audit, the Group organizes root cause analysis and formulates corrective and preventive measures in a unified manner to ensure the continuous effectiveness of the certificate and the continuous improvement of management level.

#### • 關鍵績效 Key Performance

報告期內 During the reporting period

- 本集團**未發生**因產品質量或安全問題導致的重大產品召回事件。  
The Group **did not experience** any major product recall incidents caused by product quality or safety issues.

### 2.1.1.3 質量文化建設 Quality Culture Construction

為了營造全員參與的質量文化，我們通過多元化的方式提升員工的質量意識與能力：

To foster a quality culture of full participation, we enhance employees' quality awareness and capabilities through diverse means:

#### 質量知識培訓 Quality Knowledge Training

報告期內，我們通過「質量管理知識地圖」及雲課堂引入和打造了12門質量課程。質量管理部累計組織9次專項培訓，涵蓋ISO 9001標準、質量領導力、質量改進工具等內容，並要求各組織完成《ISO 9001:2015標準解讀》《質量應知應會》《質量管理手冊》三門在線課程的學習，並通過相關考試，全員課程學習與考試通過率達到100%。  
During the reporting period, we introduced and developed 12 quality courses through the "Quality Management Knowledge Map" and online classrooms. The Quality Management Department organized a total of 9 special training sessions, covering topics such as ISO 9001 standards, quality leadership, and quality improvement tools, and required all organizations to complete the learning of three online courses, namely *Interpretation of ISO 9001:2015 Standard*, *Quality Essentials*, and *Quality Management Manual*, and pass the relevant examinations. The pass rate of the whole staff in course learning and examinations reached 100%.

#### 多層級研討 Multi-level Seminars

針對高層管理者開展「品質即價值」主題研討，針對中層管理者開展「一次把事情做對」主題研討，統一管理層的質量認知。  
Conduct a seminar on the theme of "Quality is Value" for senior managers, and a seminar on the theme of "Do it right the first time" for middle-level managers, to unify the quality awareness of the management.

### 宣傳與激勵 Promotion and Incentive

通過「金蝶質量」公眾號發佈60篇專業文章，分享行業洞察與優秀實踐。同時，我們連續開展集團質量金獎評選，報告期內評選出1個質量金獎，並首次實施負向激勵頒獎，獎懲並舉，強化質量意識。

We published 60 professional articles through the "Kingdee Quality" official account, sharing industry insights and best practices. Meanwhile, we continuously carried out the Group Quality Gold Award selection, and during the reporting period, 1 Quality Gold Award was selected. We also implemented the Negative Incentive Award for the first time, combining rewards and punishments to strengthen quality awareness.

### 金蝶質量日 Kingdee Quality Day

我們將 2025 年3月15日定為金蝶首個「質量日」，以後每年的 3 月 15 日都會召開年度質量大會，回顧總結過去一年的質量工作，推動新的一年質量工作計劃。

We have designated March 15, 2025, as the inaugural "Kingdee Quality Day". Henceforth, an annual Quality Conference will be held on March 15 every year to review and summarize the quality-related achievements of the past year and to drive the implementation of quality work plans for the coming year.



頒發產品質量金獎  
Awarded the Product Quality Gold Award

#### • 關鍵績效 Key Performance

報告期內 During the reporting period

- 質量知識培訓全員課程學習與考試通過率: **100%**  
The learning and passing rate of the quality knowledge training course for all staff: **100%**

## 2.1.1.4 責任營銷 Responsible Marketing

金蝶國際嚴格遵守《中華人民共和國廣告法》《中華人民共和國商標法》等相關法律法規及行業規範，強化責任營銷管理，構建了從「信息披露」到「銷售行為管控」再到「數據安全承諾」的全鏈路責任營銷體系。具體實踐如下：

Kingdee International strictly adheres to relevant laws and regulations such as the *Advertisement Law of the People's Republic of China* and the *Trademark Law of the People's Republic of China*, as well as industry standards, strengthens responsible marketing management, and has established a full-chain responsible marketing system from "information disclosure" to "sales behavior control" and then to "data security commitment". The specific practices are as follows:

### 制度與合規基石 Foundation of System and Compliance

我們嚴格執行《中華人民共和國廣告法》等法律法規，並制定了內部的《營銷平台帳號內容管理標準化流程與制度》。這一制度確保了我們所有對外輸出的營銷內容——無論是官網宣傳、廣告語還是資質認證展示——都經過了嚴格的自查自糾，杜絕誇大宣傳或虛假承諾。

We strictly enforce laws and regulations such as the *Advertisement Law of the People's Republic of China* and have formulated the internal *Standardized Process and System for Content Management of Marketing Platform Accounts*. This system ensures that all our external output marketing content - whether it is official website promotion, advertising slogans, or qualification certification display - has undergone strict self-inspection and self-correction, eliminating exaggerated promotion or false promises.

### 信息披露 Information Disclosure

對於軟件行業而言，「標籤」即是對服務內容的清晰界定。我們在2025年重點強化了以下披露：

For the software industry, "tags" are clear definitions of service content. In 2025, we have focused on strengthening the following disclosures:

- **產品透明化**：針對SaaS產品和定制化方案，我們在官網和銷售環節全方位展示功能模塊、應用場景及二次開發流程，確保客戶在購買前對產品選型和實施週期有充分的知情權。  
**Product Transparency**: For SaaS products and customized solutions, we comprehensively showcase functional modules, application scenarios, and secondary development processes on our official website and in the sales process to ensure that customers have full knowledge of product selection and implementation cycles before purchasing.
- **價格與退款機制**：我們制定了完整的定價政策和退款機制，明確披露軟件訂閱/授權模式及相關費用，並在合同中清晰界定，保障客戶權益。  
**Pricing and Refund Mechanism**: We have established a comprehensive pricing policy and refund mechanism, clearly disclosed the software subscription/licensing model and related fees, and clearly defining them in the contract to safeguard customer rights and interests.

## 銷售行為管控 Sales Behavior Management

營銷不只是市場部的事，更是一線銷售和夥伴的責任。

Marketing is not only the responsibility of the marketing department, but also the responsibility of frontline sales and partners.

- 內部培訓:** 我們建立了覆蓋員工及外包人員的營銷合規培訓體系，內容涵蓋廣告法、定價政策及數據安全承諾。  
**Internal Training:** We have established a marketing compliance training system covering employees and outsourced personnel, with content encompassing advertising laws, pricing policies, and data security commitments.
- 夥伴管理:** 我們特別要求渠道合作夥伴簽署《營銷行為規範承諾書》，將責任營銷的要求延伸至生態鏈，確保夥伴在推廣金蝶產品時同樣嚴守合規底線。  
**Partner Management:** We specifically require channel partners to sign the *Marketing Conduct Code Commitment Letter* to extend the requirements of responsible marketing to the ecosystem, ensuring that partners also strictly adhere to compliance with bottom lines when promoting Kingdee products.

## 核心承諾：數據安全即營銷底線 Core Commitment: Data Security is the Marketing Baseline

在2025年的營銷過程中，我們特別強調了「數據安全承諾」。在產品銷售階段，我們明確告知客戶數據收集的範圍、存儲位置及保護措施，並簽署數據安全協議。這不僅是合規要求，更是我們在雲服務市場建立差異化競爭優勢的關鍵信任狀。

In the marketing process of 2025, we have particularly emphasized the "Data Security Commitment". During the product sales phase, we clearly inform customers of the scope of data collection, storage location, and protection measures, and sign a data security agreement. This is not only a compliance requirement but also a key trust-building factor for us to establish a differentiated competitive advantage in the cloud service market.

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

得益於上述責任營銷措施的落地，2025年我們在客戶滿意度上取得了顯著成效。我們全年共收到有效投訴68宗，同比大幅下降45%，且客戶滿意度達到了87.72%，高於2025年行業均值水平77%，處於「Good」等級範疇（和行業標準比）。

In response to customer complaints, we have formulated the *Kingdee Customer Complaint Management Regulations* to clarify the definition, handling principles, and handling methods of customer complaints. During the reporting period, we optimized the complaint handling process and further improved and refined the complaint management system. Regarding complaint channels, customers can lodge complaints through 400 after-sales online services, "Xu Shaochun's Personal Account", etc.

Thanks to the implementation of the above-mentioned responsible marketing measures, we achieved remarkable results in customer satisfaction in 2025. Throughout the year, we received a total of 68 valid complaints, a significant year-on-year decrease of 45%, and customer satisfaction reached 87.72%, higher than the industry average of 77% in 2025, falling within the "Good" grade category (compared to industry standards).

## 2.1.1.5 知識產權保護 Intellectual Property Protection

作為領先的企業管理雲 SaaS 公司，金蝶視核心代碼、軟件著作權及專利技術為公司的生命線。我們嚴格遵守《中華人民共和國專利法》《中華人民共和國商標法》《中華人民共和國著作權法》等法律法規，建立健全全方位的知識產權管理體系，致力於通過技術手段與制度規範雙管齊下，保護自身創新成果，同時尊重他人的知識產權。

### 制度體系與政策優化

本年度，公司對知識產權內部管理制度進行了系統性升級，以適應 AI 等新技術的發展及業務需求。

As a leading enterprise management cloud SaaS company, Kingdee regards core code, software copyrights, and patented technologies as the lifeline of the Company. We strictly abide by laws and regulations such as the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Copyright Law of the People's Republic of China*, establish and improve a comprehensive intellectual property management system, and are committed to protecting our own innovation achievements through a combination of technological means and institutional norms while respecting the intellectual property rights of others.

### Systematic Framework and Policy Optimization

During this year, the Company has systematically upgraded its internal intellectual property management system to adapt to the development of new technologies such as AI and business requirements.

|  |   |
|--|---|
| <p><b>專利管理</b><br/>Patent Management</p>     | <p>修訂並發佈了《金蝶專利管理辦法》（2025年1月1日生效），新增了專利分級管理措施，引入技術專家參與分級，並細化了發明人署名權益與獎勵標準，強化了專利申請前的保護措施及質量管控。<br/>Revised and issued the <i>Kingdee Patent Management Measures</i> (effective January 1, 2025), added new patent hierarchical management measures, introduced technical experts to participate in classification, refined the inventor's signature rights and reward standards, and strengthened pre-patent application protection measures and quality control.</p> |
| <p><b>著作權管理</b><br/>Copyright Management</p> | <p>重新發佈《金蝶著作權管理辦法V2.0》，新增APP電子版權認證流程，優化了登記申報資料及流程路徑，明確了著作權運營獎勵標準，以適應移動互聯網時代的版權保護需求。<br/>Reissued the <i>Kingdee Copyright Management Measures V2.0</i>, added the APP electronic copyright certification process, optimized the registration and reporting materials and process paths, and clarified the copyright operation incentive standards to meet the copyright protection needs of the mobile Internet era.</p>  |
| <p><b>商標品牌</b><br/>Trademark Brand</p>       | <p>持續執行《金蝶商標及商號使用管理辦法》，規範集團及生態夥伴的品牌使用，有效控制品牌授權風險。<br/>Continuously implement the <i>Kingdee Trademark and Trade Name Usage Management Measures</i>, standardize the brand usage of the Group and ecological partners, and effectively control brand authorization risks.</p>  |

### 保護機制與技術手段

金蝶採取「法律 + 技術」的雙重手段構建知識產權「護城河」。

### Protection Mechanisms and Technical Measures

Kingdee adopts a dual approach of "law + technology" to build an intellectual property "moat".

|   |  |
|---|--|
| <p>技術保護<br/>Technical Protection</p>    | <p>針對核心資產——源代碼，我們實施了嚴格的源代碼加密、訪問權限控制及密鑰管理技術，從源頭防止核心技術洩露。<br/>For the core asset - source code, we have implemented strict source code encryption, access control, and key management technologies to prevent the leakage of core technologies from the source.</p>  |
| <p>侵權監控<br/>Infringement Monitoring</p> | <p>建立常態化與週期性相結合的監控機制。我們利用關鍵詞掃描與人工覆核，對主流電商平台及社交媒體進行全網排查（每月兩次），重點打擊盜版軟件、仿冒產品及未經授權的商標使用行為。對於發現的侵權行為，採取發送警告函、平台投訴、行政投訴直至刑事報案的分級應對措施。<br/>Establish a monitoring mechanism that combines normalization and periodicity. We use keyword scanning and manual review to conduct full-network inspections (twice a month) of mainstream e-commerce platforms and social media, focusing on cracking down on pirated software, counterfeit products, and unauthorized trademark use. For identified infringement acts, we will take graded response measures, including sending warning letters, filing platform complaints, administrative complaints, and even criminal reports.</p> |
| <p>舉報響應<br/>Report Response</p>         | <p>設立並公開了盜版與侵權舉報專線及專用郵箱，由法律合規部直接對接。我們建立了標準化的證據固定與維權響應流程，並嚴格執行保密原則以保護舉報人權益。<br/>We have established and publicly announced a dedicated hotline and email address for reporting piracy and infringement, which are directly managed by the Legal and Compliance Department. We have established a standardized process for evidence preservation and rights protection response, and strictly adhere to the principle of confidentiality to protect the rights and interests of whistleblowers.</p>  |

### 風險排查與合規運營

我們堅持自主研發，並建立了嚴謹的風險排查流程，確保在產品開發與市場運營中不侵犯第三方權益。

### Risk Assessment and Compliance Operations

We adhere to independent research and development and have established a rigorous risk assessment process to ensure that no third-party rights are infringed upon during product development and market operations.

|   |  |
|---|--|
| <p>常態化排查<br/>Normalized Investigation</p> | <p>公司堅持每月開展一次知識產權風險排查。2025年，重點針對商標異議進行了持續監控，包括競爭對手動態監控及核心品牌搶註排查。<br/>The Company adheres to conducting an intellectual property risk assessment once a month. In 2025, it focused on continuous monitoring of trademark opposition, including monitoring competitor dynamics and investigating preemptive registration of core brands.</p>   |
| <p>研發合規<br/>R&amp;D Compliance</p>        | <p>針對AI等容易複用第三方技術的前沿領域，公司開展專項AI專利分析。例如，在2025年12月的AI研發專項中，我們通過檢索行業及競爭專利，進行深度分析調研，規避侵權風險，確保技術方案的獨創性與安全性。<br/>In cutting-edge fields such as AI, where third-party technologies are easily reusable, the Company has launched a special project for AI patent analysis. For example, in the AI R&amp;D special project in December 2025, we conducted in-depth analysis and research by searching industry and competitor patents to avoid infringement risks and ensure the originality and safety of technical solutions.</p> |

2025年4月，公司舉辦了第25屆「4.26國際知識產權日」活動，通過線上有獎問答形式覆蓋全員。  
In April 2025, the Company held its 25th "April 26 International Intellectual Property Day" event, covering all employees through online quizzes with prizes.

2025年度，知識產權部門強制性針對研發及業務部門進行專業培訓，例如2025年12月針對AI研發部門開展了「AI專利挖掘與競爭分析」專題培訓。培訓合計9場，覆蓋人員255人。  
In 2025, the Intellectual Property Department conducted mandatory professional training for R&D and business departments. For example, in December 2025, a dedicated training session on "AI Patent Mining and Competitor Analysis" was held for the AI R&D department. A total of 9 training sessions were conducted, covering 255 participants.

我們設立了從技術交底、專利申請成功到專利授權的全流程獎勵機制。對於獲得國家級或省市級專利獎的成果，公司將給予發明人額外重獎及榮譽表彰，合計獎勵發明人763人。  
We have established a full-process incentive mechanism from technical disclosure, successful patent application to patent authorization. For achievements that have won national or provincial/municipal patent awards, the Company will provide additional substantial rewards and honorary recognition to the inventors, with a total of 763 inventors being rewarded.

知識產權培訓  
Intellectual Property Training

• 關鍵績效 Key Performance

- 2025年度，公司**未發生**因侵犯他人知識產權或自身權益受損而導致的重大違法違規事件或訴訟。  
During the 2025 fiscal year, the Company **did not experience** any major illegal or non-compliant incidents or lawsuits resulting from infringement of others' intellectual property rights or damage to its own rights and interests.

## 2.1.2 隱私保護與數據安全 Privacy and Data Security

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

Kingdee International is well aware of the importance of information security and privacy protection to enterprises and customers. As a leading domestic enterprise-level SaaS service provider, we always take the stability, reliability, and security of our services as basic requirements, and are committed to providing customers with a secure and healthy digital experience. At the same time, we continuously enhance our data security and privacy protection capabilities, and actively improve the level of information security assurance.

### 2.1.2.1 監督與治理架構 Supervision and Governance Framework

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

We have established a governance framework for three-tier information security activities of "decision-making - management - operational levels", and set up a special committee, the Network and Data Security Committee, to coordinate and manage work related to the Group's information security and privacy protection. The Group President serves as the Director of the Network and Data Security Committee, acting as the person in charge of the Group's network security, data security, privacy protection and other fields; Members of C-suite (including two executive directors) are members of the committee, and there are also appointed vice-chairpersons responsible for network and data security and product security, who assist the Chair in carrying out the committee's work. This ensures that the Group's information security management is carried out in a more standardized, orderly, and efficient manner.

## 信息安全管理架構 Information Security Management Structure



|                          |   |  |
|--------------------------|---|--|
| 管理層<br>Management Level  | 辦公網安全部門<br>Office Network Security Department | 負責集團內部辦公網絡資產的全生命週期管理及安全運維。<br>Responsible for the full life cycle management and security operation and maintenance of the internal office network assets within the group.  |
|                          | 產品安全部門<br>Product Safety Department           | 負責產品研發的安全管理、雲服務運維及產品數據安全統籌。<br>Responsible for the safety management of product R&D, cloud service operation and maintenance, and product data security coordination.  |
|                          | 法務部門<br>Legal Department                      | 負責數據安全法律合規評審、法規解讀及安全相關投訴調查的處理。<br>Responsible for data security legal compliance review, regulatory interpretation, and handling of security-related complaint investigations.   |
| 執行層<br>Operational Level | 執行小組<br>Implementation Team                   | 負責安全年度計劃的具體落地執行，並持續反饋與改進安全防護工作。<br>Responsible for the specific implementation of the annual safety plan and ensuring its effective execution, and continuously providing feedback and improving safety protection work. |

### 2.1.2.2 信息安全 Information Security

金蝶國際嚴格遵守《中華人民共和國網絡安全法》《中華人民共和國數據安全法》《中華人民共和國個人信息保護法》等法律法規。報告期內，我們對現有的信息安全政策進行了全面的評審與優化，更新發佈了《金蝶員工信息安全手冊》，並針對新興技術和海外業務風險，新增制定了《項目安全運維管理辦法》《金蝶海外員工電腦和數據安全規範》及《AI 安全使用要求》。

Kingdee International strictly complies with laws and regulations such as the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and the *Personal Information Protection Law of the People's Republic of China*. During the reporting period, we conducted a comprehensive review and optimization of our existing information security policies, updated and released the *Information Security Manual for Kingdee's Employees*, and newly formulated the *Project Security Operation and Maintenance Management Measures*, the *Kingdee Overseas Employee Computer and Data Security Specification*, and the *AI Security Usage Requirements* in response to emerging technologies and overseas business risks.

### 信息安全管理體系

金蝶國際始終依據最高行業標準和最佳實踐建立信息安全管理體系。我們在信息安全方面已獲得 ISO 27001、ISO 27017、ISO 27018、ISO 27701、CSA STAR、ISO 22301 等管理體系認證，同時，我們還通過網絡安全等級保護測評、EAL3+、信通院 TSM、可信雲 SaaS、CCRC 信息安全服務資質一級認證、SOC1/2 鑑證審計等國內國際合規認證。

### Information Security Management System

Kingdee International always establishes its information security management system according to the highest industry standards and best practices. We have obtained certifications for various management systems, including ISO 27001, ISO 27017, ISO 27018, ISO 27701, CSA STAR, and ISO 22301, among others. Meanwhile, we have also passed domestic and international compliance certifications such as Cybersecurity Level Protection Assessment, EAL3+, TSM of China Academy of Information and Communications Technology, Trusted Cloud SaaS, CCRC Information Security Service Qualification Level 1 Certification, and SOC1/2 Attestation Audit.

| 信息管理體系<br>Information Management System  | 覆蓋範圍<br>Coverage Area   | 有效期<br>Validity Period          |
|--|---|---------------------------------|
| ISO/IEC 27001:2022信息安全管理體系<br>ISO/IEC 27001:2022 Information Security Management System  | 「金蝶雲·星空旗艦版」SaaS（軟件即服務）；「金蝶雲·星瀚」SaaS（軟件即服務）；「金蝶雲·蒼穹」PaaS(平台即服務)<br>"Kingdee Galaxy Flagship" SaaS (Software as a Service); "Kingdee Constellation" SaaS (Software as a Service); "Kingdee Cosmic" PaaS (Platform as a Service)   | 2026年10月30日<br>October 30, 2026 |
| ISO/IEC 27017:2015基於ISO/IEC 27002的雲服務信息安全控制實施規程<br>ISO/IEC 27017:2015 implementation specification for information security controls based on ISO/IEC 27002 for cloud services | 「金蝶雲·星空」SaaS（軟件即服務）；「金蝶雲·星空旗艦版」SaaS（軟件即服務）；「金蝶雲·星瀚」SaaS（軟件即服務）；「金蝶雲·蒼穹」PaaS(平台即服務)；金蝶EAS Cloud。<br>"Kingdee Galaxy" SaaS (Software as a Service); "Kingdee Galaxy Flagship" SaaS (Software as a Service); "Kingdee Constellation" SaaS (Software as a Service); "Kingdee Cosmic" PaaS (Platform as a Service); Kingdee EAS Cloud. | 2026年10月30日<br>October 30, 2026 |

|  |  |  |
|--|--|--|
| <p>ISO/IEC 27018:2019公有云中個人身份信息 (PII) 處理者保護PII的實施規程<br/>                 ISO/IEC 27018:2019 implementation guidelines for the protection of personal identifiable information (PII) by PII Processors in Public Clouds</p> | <p>「金蝶雲·星空」SaaS (軟件即服務); 「金蝶雲·星空旗艦版」SaaS (軟件即服務); 「金蝶雲·星瀚」SaaS (軟件即服務); 「金蝶雲·蒼穹」PaaS (平台即服務); 金蝶EAS Cloud。<br/>                 "Kingdee Galaxy" SaaS (Software as a Service); "Kingdee Galaxy Flagship" SaaS (Software as a Service); "Kingdee Constellation" SaaS (Software as a Service); "Kingdee Cosmic" PaaS (Platform as a Service); Kingdee EAS Cloud.</p> | <p>2026年10月30日<br/>                 October 30, 2026</p> |
| <p>ISO/IEC 27701:2019隱私信息管理體系<br/>                 ISO/IEC 27701:2019 Privacy Information Management System</p>  | <p>「金蝶雲·星空」SaaS (軟件即服務); 「金蝶雲·星空旗艦版」SaaS (軟件即服務); 「金蝶雲·星瀚」SaaS (軟件即服務); 「金蝶雲·蒼穹」PaaS (平台即服務); 金蝶EAS Cloud。<br/>                 "Kingdee Galaxy" SaaS (Software as a Service); "Kingdee Galaxy Flagship" SaaS (Software as a Service); "Kingdee Constellation" SaaS (Software as a Service); "Kingdee Cosmic" PaaS (Platform as a Service); Kingdee EAS Cloud.</p> | <p>2026年10月30日<br/>                 October 30, 2026</p> |
| <p>CSA STAR雲安全管理體系<br/>                 CSA STAR Cloud Security Management System</p>  | <p>「金蝶雲·星空」SaaS(軟件即服務); 「金蝶雲·星空旗艦版」SaaS(軟件即服務); 「金蝶雲·星瀚」SaaS(軟件即服務); 「金蝶雲·蒼穹」PaaS(平台即服務);<br/>                 "Kingdee Galaxy" SaaS (Software as a Service); "Kingdee Galaxy Flagship" SaaS (Software as a Service); "Kingdee Constellation" SaaS (Software as a Service); "Kingdee Cosmic" PaaS (Platform as a Service);</p>                                     | <p>2026年10月30日<br/>                 October 30, 2026</p> |
| <p>ISO 22301:2019業務連續性管理體系<br/>                 ISO 22301:2019 Business Continuity Management System</p>   | <p>「金蝶雲·星空」SaaS (軟件即服務); 「金蝶雲·星空旗艦版」SaaS (軟件即服務); 「金蝶雲·星瀚」SaaS (軟件即服務); 「金蝶雲·蒼穹」PaaS (平台即服務)<br/>                 "Kingdee Galaxy" SaaS (Software as a Service); "Kingdee Galaxy Flagship Edition" SaaS (Software as a Service); "Kingdee Constellation" SaaS (Software as a Service); "Kingdee Cosmic" PaaS (Platform as a Service)</p>                           | <p>2026年8月28日<br/>                 August 28, 2026</p>   |

註：截止至本報告披露日，覆蓋範圍中的「金蝶雲」已全部更新為「金蝶AI」。  
 Note: As of the date of this report's disclosure, all instances of "Kingdee Cloud" within the scope have been updated to "Kingdee AI".

• 關鍵績效 Key Performance

- 網絡安全等級保護測評、信通院TSM及CCRC信息安全服務資質一級認證的覆蓋率：**100%**  
 Coverage rate of Network Security Level Protection Assessment, TSM of China Academy of Information and Communications Technology, and CCRC Information Security Service Qualification Level 1 Certification: **100%**
- ISO 27001:2022、ISO 27017:2015、ISO 27001:2019、ISO 22301、CSA-STAR等認證：**覆蓋金蝶全部核心產品**  
 Certifications such as ISO 27001:2022, ISO 27017:2015, ISO 27001:2019, ISO 22301, and CSA-STAR: **Cover all core products of Kingdee**

信息安全培訓及責任

金蝶深知「人」是信息安全的第一道防線。我們向全體員工（包括全職員工、實習生及勞務派遣人員）及承包商 / 合作夥伴提供全面的數據安全與隱私保護培訓。2025年，我們開展了針對全體員工的信息安全意識培訓和考試，全員學習完成率達到98%。

Information Security Training and Responsibility

Kingdee understands that "people" are the first line of defense in information security. We provide comprehensive data security and privacy protection training to all employees (including full-time employees, interns, and labor dispatch personnel) as well as contractors/partners. In 2025, we conducted information security awareness training and examinations for all employees, with the completion rate of the training reaching 98%.

多元化培訓體系  
 Diverse Training System

例行培訓 Regular Training

每年定期開展全員意識培訓，如《金蝶員工信息安全須知》等課程，強化安全防護底線。  
 Conduct annual regular awareness training for all employees, such as courses like the *Kingdee Employee Information Security Guidelines*, to strengthen the bottom line of security protection.

專項培訓 Specialized Training

針對關鍵崗位，如運維人員，發佈《金蝶安全運維須知》並進行強制考試，提升專業安全能力。  
 For key positions, such as operations and maintenance personnel, the *Kingdee Security Operations and Maintenance Guidelines* were issued and mandatory exams were conducted to enhance professional security capabilities.

新員工教育 New Employee Training

新入職員工必修《我是信息安全衛士》等課程。  
 Newly hired employees are required to take courses such as the *I Am an Information Security Guardian*.

常態化宣貫 Normalized Promotion and Implementation

報告期內，通過OA及終端安全軟件發佈安全通告與小貼士超過30篇，累計瀏覽量達2萬次。  
 During the reporting period, more than 30 security announcements and tips were published via OA and terminal security software, with a cumulative view count of 20,000.

### 員工報告事件、漏洞或可疑活動的升級流程

#### Escalation Process for Employees to Report Incidents, Vulnerabilities, or Suspicious Activities

我們建立了暢通的信息安全事件上報渠道。《金蝶員工信息安全手冊》中明確規定了信息安全事件和漏洞的升級報告流程及相應的獎勵機制，也通過「安全衛士漏洞挖掘獎勵活動」鼓勵員工積極報告可疑活動，共同維護公司信息安全。

We have established a smooth reporting channel for information security incidents. The *Information Security Manual for Kingdee's Employees* clearly stipulates the escalation reporting process for information security incidents and vulnerabilities, as well as the corresponding reward mechanism. It also encourages employees to actively report suspicious activities through the "Security Guard Vulnerability Discovery Reward Program" to jointly safeguard the Company's information security.



安全衛士·漏洞挖掘獎勵活動  
Security Guard Vulnerability Discovery Reward Program

#### • 關鍵績效 Key Performance

- 2025年，全體員工的信息安全意識培訓和考試，學習完成率達到：**98%**  
In 2025, the completion rate of information security awareness training and examinations for all employees reached: **98%**

### 網絡安全防護措施

**網絡安全漏洞掃描和攻防演練：**公司每月開展一次常態化的網絡安全漏洞掃描及分析，通過漏洞掃描、滲透測試、人工巡檢、安全眾測及攻防演練等多種方式主動挖掘潛在安全隱患。每年組織一次全網絡安全攻防演練。

**網絡安全審計：**每年開展一次內部網絡安全審計及一次外部 IT 內部控制審計及 ISO 27001 等第三方審計。

**應急響應計劃：**我們制定了兼具主動預防性（Proactive）和反應性（Reactive）的安全策略。在預防層面，實施嚴格的資產安全管理和威脅漏洞管理；在響應層面，制定了《安全事件應急響應流程》《數據安全事件應急響應流程》及《數據洩露事件應急預案》，確保在發生數據洩露或其他安全事件時能迅速處置，最大程度降低影響。

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

**業務連續性計劃（BCP）：**報告期內，我們完成了核心業務領域的 IT 業務連續性業務影響分析（BIA），明確了恢復時間目標（RTO）和恢復點目標（RPO）。同時，我們制定並落實了核心系統容災行動計劃，建立了數據災備中心和應用災備中心，以保障在發生重大安全威脅時系統的快速恢復和業務的連續性。

### Network Security Protection Measures

**Network Security Vulnerability Scanning and Offensive and Defensive Drills:** The Company conducts regular monthly network security vulnerability scanning and analysis, to proactively identify potential security vulnerabilities through various means such as vulnerability scanning, penetration testing, manual inspections, security crowdsourcing testing, and offensive and defensive drills. It organizes a full network security offensive and defensive drill once a year.

**Network Security Audit:** Conduct one internal network security audit, one external IT internal control audit, and external independent third-party audits such as ISO 27001 annually.

**Emergency Response Plan:** We have developed a security strategy that combines both proactive and reactive measures. At the preventive level, we implement strict asset security management and threat vulnerability management; at the response level, we have formulated the *Emergency Response Process for Security Incidents*, the *Emergency Response Process for Data Security Incidents*, and the *Emergency Response Plan for Data Breach Incidents* to ensure prompt handling and minimize the impact in the event of a data breach or other security incidents.

**Network Security Special Project:** A special network security improvement plan is formulated annually. During the reporting period, in terms of security management, special improvement work on IT asset security management and standardization of security process business was carried out; in terms of security technology, network security enhancement work such as optimizing the deployment of server security systems, vulnerability scanning systems, strengthening network boundary protection, security operation systems, and next-generation antivirus software was carried out.

**Business Continuity Plan (BCP):** During the reporting period, we completed the Business Impact Analysis (BIA) for IT business continuity in core business areas, clarifying the Recovery Time Objective (RTO) and Recovery Point Objective (RPO). Meanwhile, we developed and implemented a disaster recovery action plan for core systems, established a data disaster recovery center and an application disaster recovery center to ensure the rapid recovery of systems and business continuity in the event of major security threats.

### 2.1.2.3 數據與隱私保護 Data Privacy Protection

我們相信，保障客戶和用戶的數據與隱私安全是金蝶與客戶之間建立信任和良好關係的基礎。當前金蝶已根據 ISO/IEC 27701:2019、ISO/IEC 27018:2019、《中華人民共和國網絡安全法》《中華人民共和國電子商務法》《中華人民共和國數據安全法》《中華人民共和國個人信息保護法》等國際標準與法律法規建立了完善的隱私保護體系。我們制定並發佈《金蝶數據安全及個人信息保護管理辦法》及配套的一系列程序規範，適用於金蝶全公司範圍，確保各類數據處理活動的安全合規。報告期內，未發生洩露客戶資料數據事件。

#### 隱私保護體系

金蝶建立了「1+N」隱私政策架構。即以 1 份《金蝶中國隱私政策》為總綱，統領集團數據合規基線；以 N 份獨立產品隱私政策為觸角，針對不同雲產品及應用場景的特定數據處理活動進行精細化，逐一完整披露。

We believe that safeguarding the data and privacy security of customers and users is the foundation for establishing trust and a good relationship between Kingdee and its customers. Currently, Kingdee has established a comprehensive privacy protection system in accordance with international standards and laws and regulations such as ISO/IEC 27701:2019, ISO/IEC 27018:2019, the *Cybersecurity Law of the People's Republic of China*, the *E-Commerce Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and the *Personal Information Protection Law of the People's Republic of China*. We have formulated and issued the *Kingdee Data Security and Personal Information Protection Management Measures* and a series of supporting procedural regulations, which govern all relevant business lines/subsidiaries of Kingdee, ensuring the security and compliance of all types of data processing activities. During the reporting period, no incidents of customer data leakage occurred.

#### Privacy Protection System

Kingdee has established a "1+N" privacy policy framework. That is, with 1 copy of the *Kingdee China Privacy Policy* as the general guideline, it governs the baseline of the group's data compliance; with N copies of independent product privacy policies as the tentacles, it refines and fully discloses one by one the specific data processing activities for different cloud products and application scenarios.

#### 「1+N」隱私政策架構 "1+N" Privacy Policy Framework

##### 集團總綱 Group General Outline

統一管控基線《金蝶中國隱私政策》作為集團層面的最高指引，適用於金蝶賬號體系及核心平台服務。該政策明確了金蝶在收集、存儲、使用、共享及保護用戶個人信息方面的通用原則與核心承諾，覆蓋了金蝶官網、金蝶雲社區以及使用統一賬號登錄的金蝶AI·蒼穹、金蝶AI·星瀚、金蝶AI·星空、EAS Cloud等核心產品線，確保了集團層面隱私保護策略的一致性與覆蓋面的廣泛性。

The unified control baseline the *Kingdee China Privacy Policy* is the highest guideline at the group level and applies to the Kingdee account system and core platform services. The policy clarifies the general principles and core commitments of Kingdee in collecting, storing, using, sharing and protecting users' personal information. It covers the Kingdee official website, Kingdee Cloud community and core product lines such as Kingdee AI Cosmic, Kingdee AI Constellation, Kingdee AI Galaxy, and EAS Cloud logged in with a unified account, ensuring the consistency and breadth of privacy protection policies at the group level.

#### 「1+N」隱私政策架構 "1+N" Privacy Policy Framework

##### 產品細則：場景化透明披露 Product Details: Scenario-Based Transparent Disclosure

針對不同SaaS產品在數據收集字段、處理邏輯及業務場景上的差異，金蝶在總綱之下實施了差異化的獨立隱私披露機制。  
In response to the differences among different SaaS products in data collection fields, processing logic, and business scenarios, Kingdee has implemented a differentiated independent privacy disclosure mechanism under the general framework.

截至報告期末：

As of the end of the reporting period:

- **覆蓋範圍擴大：**目前已支持獨立隱私政策的產品包括金蝶AI·星空、金蝶AI·星辰、金蝶s-HR、金蝶KIS雲、星空條碼、Kingdee CG、金蝶AI·星辰APP、Boss助理APP等核心業務應用。

**Expanded Coverage:** Currently, products that support independent privacy policies include Kingdee AI Galaxy, Kingdee AI Stellar, Kingdee s-HR, Kingdee KIS Cloud, Galaxy Barcode, Kingdee CG, Kingdee AI Stellar APP, Boss Assistant APP, and other core business applications.

- **觸點全覆蓋：**針對移動端生態，我們已完成對應的50個獨立微信小程序的隱私政策配置，確保用戶在任何觸點均能獲知透明的隱私條款。

**Full Coverage of Touchpoints:** For the mobile ecosystem, we have completed the privacy policy configuration for 50 corresponding independent WeChat mini-programs to ensure that users can access transparent privacy terms at any touchpoint.

- **合規深化：**集團內部實施獨立隱私政策的產品佔比已達到約70%，進一步強化了特定業務場景下的告知義務與用戶權利保障。

**Compliance Deepening:** The proportion of products implementing independent privacy policies within the Group has reached approximately 70%, further strengthening the obligation to inform and the protection of user rights in specific business scenarios.

#### 保障客戶權利

為保障客戶能清楚了解個人信息的收集及處理方式，我們在集團官網及產品界面公示了適用於所有運營環節，包括供應商的隱私政策，清晰闡述我們如何收集、使用、保護個人信息，並提供了關於訪問、更正或補充、刪除個人信息的說明和指南。該隱私政策體系已經嵌入了集團範圍內風險管理體系。

#### Protect Customer Rights

To ensure that customers can clearly understand how personal information is collected and processed, we have publicly announced on the Group's official website and product interfaces the privacy policy applicable to all operational processes, including those involving suppliers. This policy clearly explains how we collect, use, and protect personal information, and provides instructions and guidelines on accessing, rectifying, supplementing, and deleting personal information. This privacy policy framework has been integrated into the Group's risk management system.

### Right to Opt-In (事前同意選擇權 Pre-consent Option)

在與第三方共享客戶信息、收集客戶敏感數據或訂閱行業動態簡訊前，必須事先獲得客戶的明示授權同意。  
Prior to sharing customer information with third parties, collecting customer sensitive data, or subscribing to industry newsletters, explicit authorization and consent from the customer must be obtained in advance.

### Right to Opt-Out (事後退出選擇權 Post-facto opt-out option)

針對「二次目的」(Secondary Purposes) 提供了非常具體的退出路徑。例如，允許客戶通過產品系統設置關閉「個性化推薦」拒絕境外關聯方聯繫或隨時退訂商業廣告的權利。  
It provides very specific opt-out paths for "Secondary Purposes". For example, it allows customers to turn off "personalized recommendations" through product system settings, refuse contact from overseas affiliated parties, or unsubscribe from commercial advertisements at any time.

### 二次使用限制 Secondary Use Restrictions

如果公司將信息用於本隱私政策未載明的其他用途，或者將基於特定目的收集而來的信息用於其他目的，或者主動從第三方處獲取的個人信息，均會事先獲得客戶同意。  
If the Company uses information for other purposes not specified in this privacy policy, or uses information collected for a specific purpose for secondary purposes other than completing transactions/services, or actively obtains personal information from third parties, it will obtain the customer's consent in advance.

### 訪問 Visit

除法律法規規定的例外情況外，用戶有權訪問個人信息。  
Except for the exceptional circumstances stipulated by laws and regulations, users have the right to access personal information.

### 更正或補充 Correction or Supplement

當用戶發現個人信息有誤時，有權隨時要求更正和補充信息。  
When users discover that their personal information is incorrect, they have the right at any time to request correction and supplementation of information.

### 刪除 Delete

用戶有權隨時要求刪除其個人信息與數據。  
Users have the right to request the deletion of their personal information and data at any time.

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

At the same time, for the entire lifecycle of data security, we have developed comprehensive and systematic data security protection principles and measures to ensure the security of data at every stage and to protect and empower customers/users, including collection, storage, transmission, use and processing, and deletion.

## 數據收集 Data Collection

### 安全保護原則 Security Protection Principles

最小化收集、自動合規化收集、明示授權、單獨同意、APP權限場景化申請  
Minimized Collection, Automatic Compliance Collection, Explicit Authorization, Separate Consent, Scenario-based Application for APP Permissions

### 重點保護舉措 Key Protection Measures

- 制定詳細的隱私政策，並定期對政策進行審閱與優化；  
Develop a detailed privacy policy and regularly review and optimize it;
- 對涉及收集用戶個人信息的場景（如：用戶許可與註冊、賬號激活、故障診斷、AI功能使用、系統運維、售後服務等）進行詳細說明，並在用戶「閱讀並接受《隱私政策》」後才會展開信息收集；  
Provide detailed explanations for scenarios involving the collection of user personal information (such as user consent and registration, account activation, fault diagnosis, AI function usage, system operation and maintenance, after-sales service, etc.), and only initiate information collection after the user "reads and accepts 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模板，制定個性化的隱私聲明。  
Provides customizable user privacy statement management functionality, allowing users to create personalized privacy statements based on various preset privacy statement templates according to their needs.

## 數據存儲 Data Storage

### 安全保護原則 Security Protection Principles

敏感性數據加密、密碼帶鹽哈希、敏感個人信息默認加密、數據靜態脫敏、密鑰安全管理、數據存儲期限管理、數據備份管理、本地化存儲  
Encryption of sensitive data, password hashing with salt, default encryption of sensitive personal information, data desensitization at rest, secure key management, data storage duration management, data backup management, and local storage

### 重點保護舉措 Key Protection Measures

- 除法律強制存留要求外，僅在達成隱私政策所述目的所需的期限內保留個人信息；  
Except as required by law for mandatory retention, personal information will only be retained for the period necessary to achieve the purposes stated in the privacy policy;
- 支持客戶為敏感字段設置數據留存週期；  
Support customers in setting data retention periods for sensitive fields;
- 採用高效數據備份和歸檔技術，確保數據的可靠性和可恢復性；  
Adopt high-efficiency data backup and archiving technologies to ensure data reliability and recoverability;

- 支持對個人信息、敏感個人信息、企業敏感數據等敏感字段進行加密存儲，採用AES256（高級加密標準）或SM（國密算法）安全加密算法；  
Supports encrypted storage of sensitive fields such as personal information, sensitive personal information, and enterprise sensitive data, using AES256 (Advanced Encryption Standard) or SM (National Cryptography Algorithm) secure encryption algorithms;
- 採用基於RBAC（角色的訪問控制）擴展的權限控制模型，通過角色賦予用戶不同的權限；提供數據訪問控制機制，未經客戶的書面授權，不能登錄客戶的業務系統，無權訪問客戶的任何信息和數據。  
Adopts a permission control model based on RBAC (Role-Based Access Control) extension, assigning different permissions to users through roles; provides a data access control mechanism, where without the written authorization of the client, one cannot log in to the client's business system and has no right to access any information and data of the client.

### 數據傳輸 Data Transmission

#### 安全保護原則 Security Protection Principles

傳輸加密（HTTPS）、數據跨境合規、出境安全評估、出境安全認證、出境標準合同、大灣區標準合同  
Transmission Encryption (HTTPS), Cross-border Data Compliance, Outbound Security Assessment, Outbound Security Certification, Outbound Standard Contract, Greater Bay Area Standard Contract

#### 重點保護舉措 Key Protection Measures

- 公有云服務採用主流權威的商業數字證書和完善的證書管理系統，採用更安全的HTTPS數據傳輸協議，使用SSL/TLS加密方式，確保數據在互聯網中加密（非明文）傳輸。  
Public cloud services adopt mainstream and authoritative commercial digital certificates and a comprehensive certificate management system, use a more secure HTTPS data transmission protocol, and employ SSL/TLS encryption methods to ensure that data is encrypted (not in plain text) 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、數據訪問權限控制、敏感數據脫敏、數據使用範圍限制、數據外發限制、用戶畫像限制、個性化推薦合規、自動化決策影響、大數據安全管理、數據安全風險評估、個人信息保護影響性評估（PIA）、數據導出審批、第三方軟件/SDK引入評估、第三方安全評估、簽訂保密協議、簽訂數據處理協議、最小化原則、數據公開披露限制、API接口訪問（禁止直連數據庫）  
Data Ownership, Data Access Permission Control, Sensitive Data Desensitization, Data Usage Scope Limitation, Data Outbound Transmission Limitation, User Profile Limitation, Personalized Recommendation Compliance, Impact of Automated Decision-Making, Big Data Security Management, Data Security Risk Assessment, Personal Information Protection Impact Assessment (PIA), Data Export Approval, Third-Party Software/SDK Introduction Assessment, Third-Party Security Assessment, Signing of Confidentiality Agreement, Signing of Data Processing Agreement, Minimization Principle, Data Public Disclosure Limitation, API Interface Access (direct database connection prohibited)

### 重點保護舉措 Key Protection Measures

- 標準預置隱私模板中包含脫敏方案，支持對敏感字段進行脫敏處理；  
The standard preset privacy template includes desensitization schemes, supporting desensitization processing of sensitive fields;
- 支持根據不同業務數據類型設置不同脫敏方案，或根據不同用戶設置不同隱藏顯示權限；  
Supports setting different desensitization schemes based on different business data types, or setting different hidden display permissions based on different users;
- 不從第三方收集個人隱私數據；  
Does not collect personal privacy data from third parties;
- 除法律要求，拒絕為完成交易/服務以外目的第三方提供個人隱私數據。  
Except as required by law, refuses to provide personal privacy data to third parties for purposes other than completing transactions/services.

### 數據刪除 Data Deletion

#### 安全保護原則 Security Protection Principles

退租、到期數據清除、雲上數據刪除/匿名化處理、離職員工數據清除、雲上數據安全刪除（多次覆寫，加密數據、銷燬密鑰）、廢棄存儲介質安全銷燬  
Data clearance upon lease termination, expiration data clearance, cloud data deletion/anonymization, data clearance for departing employees, secure deletion of cloud data (multiple overwrites, encrypted data, key destruction), secure destruction of discarded storage media

#### 重點保護舉措 Key Protection Measures

- 用戶提交賬號註銷申請後，在15天內完成核查與處理；  
After the user submits an account cancellation application, verification and processing will be completed within 15 days;
- 對數據進行定期清理和銷燬，降低安全風險。  
Regularly delete and destroy data to reduce security risks.

此外，我們設有特定的升級流程（Defined point of contact for escalation）來處理客戶對數據隱私的投訴。由法律合規部門監督、處理隱私保護事宜，有關行使上述權利、隱私政策或隱私措施的相關問題，可通過個人用戶中心、郵箱、電話等渠道聯繫金蝶，我們將及時響應並回覆用戶請求。

In addition, we have a specific escalation process (Defined point of contact for escalation) to handle customer complaints regarding data privacy. The Legal and Compliance Department oversees and handles privacy protection matters. For any issues related to the exercise of the above rights, privacy policies, or privacy measures, users can contact Kingdee through channels such as the Personal User Center, email, or phone, and we will respond and reply to user requests in a timely manner.

**金蝶個人用戶中心：** one.kingdee.com  
Kingdee Personal User Center: one.kingdee.com

**個人信息保護負責人郵箱：** Privacy@kingdee.com  
Email of the Personal Information Protection Officer: Privacy@kingdee.com

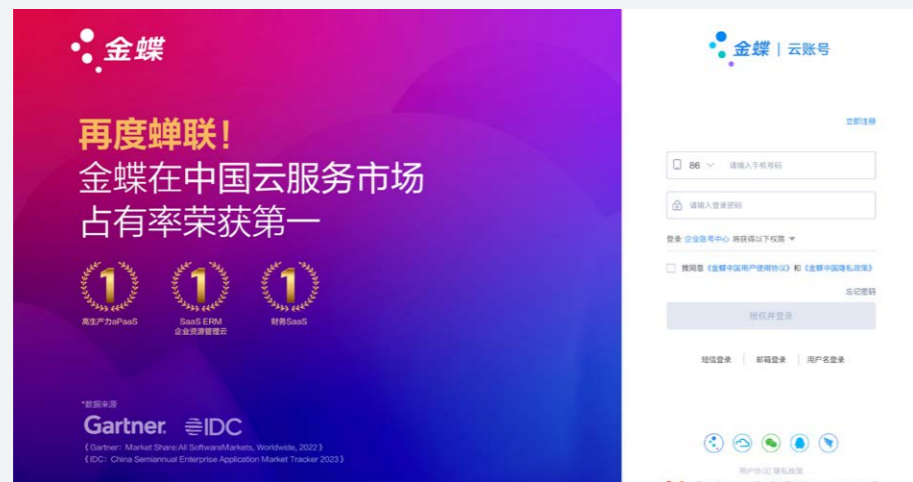
**客服聯繫電話：** (0) 4008-836-836  
Customer Service Contact Number: (0) 4008-836-836

### 應急管理與事件響應

金蝶國際已建立「事前預防、事中響應、事後改進」的主動及被動相結合的安全應急管理與事件響應體系，最大限度降低信息安全事件對客戶及自身業務帶來的影響，確保各項安全運營工作高效、規範開展。我們成立了產品安全與應急響應團隊（Product Security Incident Response Team），負責相關安全事件及產品安全漏洞管理。同時，我們按照數據遭到篡改、破壞、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，將數據按行業慣例從低到高分為1至5級，分別採取對應的保護措施。

### Emergency Management and Incident Response

Kingdee International has established a proactive and reactive combined security emergency management and incident response system of "pre-event prevention, in-event response, and post-event improvement" to minimize the impact of information security incidents on customers and their own business, ensuring that all security operations are conducted efficiently and in a standardized manner. We have established a Product Security Incident Response Team (PSIRT) responsible for managing relevant security incidents and product security vulnerabilities. At the same time, we categorize data into five levels, from Level 1 (lowest) to Level 5 (highest), in accordance with industry standards, based on the degree of harm caused to the legitimate rights and interests of individuals and organizations by data tampering, damage, leakage, or illegal acquisition and utilization, and take corresponding protective measures respectively.



產品登錄界面的隱私政策確認入口  
Privacy Policy Confirmation Entrance on Product Login Page



金蝶中國隱私政策界面  
Kingdee China Privacy Policy

立即啟動安全應急程序，對信息安全事件進行確認和評估，判斷洩露範圍、可能造成的影響及潛在風險，並採取措施將事件隔離，防止更多敏感信息外洩。Immediately initiate the security emergency response procedure, confirm and assess the information security incident, determine the scope of the leak, the potential impact, and the potential risks, and take measures to isolate the incident to prevent further leakage of sensitive information.

#### 控制影響 Control Impact

#### 根除問題 Eradicate the Problem

#### 恢復業務 Restore Business

成立專項小組開展事件調查，查明洩露原因；同時對受影響的客戶和合作夥伴進行風險提示，協調開展必要的補救措施。Establish a special task force to conduct an investigation into the incident, identify the cause of the leak; at the same time, provide risk warnings to affected customers and partners, and coordinate the implementation of necessary remedial measures.

啟用備份系統；修復漏洞，恢復服務。Enable the backup system; fix vulnerabilities and resume services.

**關鍵績效 Key Performance**

報告期內，公司**未發生**數據洩露事件。  
During the reporting period, the Company **did not experience** any data breach incidents.

**違反規定的紀律處分：**《金蝶數據安全及個人信息保護管理辦法》第十條規定：違反信息安全規定的行為，由信息安全部、審計部進行調查和處理，根據違規行為的後果、性質，視情節輕重結合《金蝶員工信息安全手冊》《金蝶紀律處分條例》《金蝶產品安全管理辦法》《金蝶互聯網安全運維管理辦法》等制度給予相應的處罰。

**Disciplinary Actions for Violations of Regulations:** Article 10 of the *Management Measures for Kingdee Data Security and Personal Information Protection* stipulates that actions in violation of information security regulations shall be investigated and handled by the Information Security Department and the Audit Department. Depending on the consequences and nature of the violation, and considering the severity of the circumstances, corresponding penalties shall be imposed in accordance with regulations such as the *Information Security Manual for Kingdees Employees*, the *Kingdee Disciplinary Regulations*, the *Kingdee Product Security Management Measures*, and the *Kingdee Internet Security Operation and Maintenance Management Measures*.

**合規性審計：**我們的隱私政策執行情況每年定期接受內部審計，共整理隱私政策 27 套 144 份，歷史文檔 266 份，2025 年度的審計結論為「無重大不合規項」。

**Compliance Audit:** Our privacy policy implementation is regularly audited internally on an annual basis. A total of 27 sets (144 documents) of privacy policies and 266 historical documents have been compiled, and the audit conclusion for the year 2025 is "no major non-compliance items".

### 數據安全與隱私保護培訓 Data Security and Privacy Protection Training

我們通過金蝶雲課堂定期面向全體員工（包括全職員工、實習生及勞務派遣人員）開展數據安全與隱私保護培訓，持續提升員工在保護隱私與數據安全方面的意識和能力。報告期內，我們組織全體員工開展《金蝶員工信息安全須知》培訓，涵蓋全生命週期數據安全與隱私保護、信息安全事件響應流程及日常操作規範等內容，累計覆蓋 11,961 人。



#### 【必修】2025年全员信息安全考试（9月30日前）

为提高全员信息安全意识和对公司信息安全制度认知，避免信息安全违规，请所有同事（包括正式与非正式员工）于9月30日前完成...

We regularly conduct data security and privacy protection training for all employees (including full-time employees, interns, and labor dispatch personnel) through Kingdee Cloud Classroom, continuously enhancing employees' awareness and capabilities in protecting privacy and data security. During the reporting period, we organized training on the *Kingdee Employee Information Security Guidelines* for all employees, covering topics such as full lifecycle data security and privacy protection, information security incident response processes, and daily operating procedures, with a cumulative coverage of 11,961 people.

### • 關鍵績效 Key Performance

報告期內 During the reporting Period

- 數據安全與隱私保護員工培訓累計覆蓋：**11,961**人。  
Cumulative coverage of employee training on data security and privacy protection: **11,961** people.

註：統計口徑涵蓋報告期內所有在職員工及已離職員工，確保培訓覆蓋面的完整記錄。  
Note: The statistical scope covers all current and former employees during the reporting period to ensure complete records of training coverage.

### 合作夥伴信息安全

我們將隱私與信息安全保護要求延伸至合作夥伴及供應商，要求其簽署《保密協議》《數據處理協議》《金蝶數據合規承諾書》，並明確相關責任條款，通過開通有限的白名單、權限、API 或通過 https 進行數據處理，且數據進行隔離。合作夥伴及供應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。我們每年對供應商與合作夥伴隱私數據安全管理遵守情況進行評估，確保合規。

### Partner Information Security Management

We extend privacy and information security protection requirements to partners and suppliers, requiring them to sign the *Confidentiality Agreement*, the *Data Processing Agreement*, and the *Kingdee Data Compliance Commitment*, and clarify relevant liability clauses. Data processing is carried out by opening limited whitelists, permissions, APIs, or through https, and data is isolated. Partners and suppliers shall not disclose, in any direct or indirect manner, any data and confidential information of Kingdee and its affiliated companies obtained or known during the cooperation period to third parties; Without the explicit authorization of Kingdee or the data subject, personal data must not be cached, stolen, disclosed, misused, or illegally provided to others, and confidential information must not be processed and then restored to its original form. For relevant services that involve providing or sharing data with Kingdee, the service provider undertakes that the data source is legal and compliant, and relevant operations can only be carried out when the external data sharing behavior has obtained full and legal authorization from relevant data rights holders (including the data subject). We conduct annual inspections of suppliers and partners' compliance with privacy data security management to ensure compliance.

## 2.2 AI 優先 AI Priority

### 2.2.1 AI 治理 AI Governance

金蝶國際踐行「科技向善」理念，堅持「增進人類福祉、尊重生命權利、堅持公平公正、合理控制風險、保持公開透明」的科技倫理原則，致力於以道德和安全的方式進行技術研發和產品創新。我們制定了《算法與 AI 安全應用管理規範》《AI 安全研發規範》《AI 應用安全開發規範》《AI 應用安全運維規範》等一系列 AI 治理規範。金蝶致力於開發和應用負責任的、可信賴的企業級人工智能。該政策體系由公司執行管理層（Executive Management）批准並簽署生效，明確了金蝶在 AI 全生命週期（從需求、設計、開發到運維）中的安全與倫理責任。我們建立了基於 S-SDLC（安全軟件開發生命週期）的 AI 治理流程，確保 AI 技術服務於企業的可持續發展。

Kingdee International adheres to the concept of "technology for good" and upholds the principles of technology ethics, namely "enhancing human well-being, respecting the rights of life, adhering to fairness and justice, reasonably controlling risks, and maintaining openness and transparency". It is committed to conducting technology R&D and product innovation in an ethical and secure manner. We have formulated a series of AI governance regulations, including the *Regulations on the Management of Algorithmic and AI Secure Applications*, the *Regulations on AI Secure R&D*, the *Regulations on AI Application Secure Development*, and the *Regulations on AI Application Secure Operation and Maintenance*. Kingdee is committed to developing and applying responsible and trustworthy enterprise-level artificial intelligence. The policy system was approved and signed into effect by the Company's Executive Management, clearly defining Kingdee's security and ethical responsibilities throughout the AI lifecycle (from requirements, design, development to operation and maintenance). We have established an AI governance process based on S-SDLC (Secure Software Development Lifecycle) to ensure that AI technology serves the sustainable development of the enterprise.

### 2.2.2 AI 治理融入產品研發 AI Governance Integrated into Product R&D

我們將AI治理融入產品研發的每一個環節：  
We integrate AI governance into every stage of product R&D:

#### 尊重數據隱私與合規 Respect for Data Privacy and Compliance (Data Privacy)

嚴格遵循「來源可溯、授權合規」原則。在數據處理層面，我們實施了嚴格的隱私保護措施：  
Strictly adhere to the principles of "traceable source and authorized compliance". At the data processing level, we have implemented strict privacy protection measures:

- **個人信息保護**：在使用訓練語料前，必須獲得個人的明確授權或同意，在提升模型性能的同時最大程度保護用戶隱私。  
**Personal Information Protection**: Before using training corpus, explicit authorization or consent from individuals must be obtained to protect user privacy to the greatest extent while improving model performance.

- **數據隔離**：嚴格隔離訓練數據與用戶交互數據，防止敏感信息洩露。用戶有權知悉其數據在服務中的用途。  
**Data Isolation**: Strictly isolate training data from user interaction data to prevent the leakage of sensitive information. Users have the right to know the purpose of their data in the service.

#### 強化 AI 系統網絡安全 Strengthen AI System Cybersecurity (Cybersecurity)

我們將AI安全納入金蝶整體網絡安全防禦體系，確保系統的抗攻擊能力：  
We integrate AI security into Kingdee's overall cybersecurity defense system to ensure the system's anti-attack capabilities:

- **魯棒性設計**：在算法設計階段引入對抗樣本檢測和模型加密技術，防止模型竊取和數據投毒攻擊。  
**Robustness Design**: Introduce adversarial sample detection and model encryption techniques during the algorithm design phase to prevent model theft and data poisoning attacks.
- **供應鏈安全**：對AI系統採用的芯片、框架及第三方組件進行嚴格的供應鏈安全評估，防範供應鏈中斷或後門風險。  
**Supply Chain Security**: Conduct rigorous supply chain security assessments on the chips, frameworks, and third-party components used in AI systems to prevent supply chain disruptions or backdoor risks.
- **環境隔離**：強制實施模型訓練環境與推理環境的物理或邏輯隔離，確保服務的連續性與穩定性。  
**Environment Isolation**: Enforce physical or logical isolation between the model training environment and the inference environment to ensure service continuity and stability.

#### 避免算法偏見與歧視 Avoiding Algorithmic Bias and Discrimination (Avoiding Potential Bias)

金蝶致力於構建公平、普惠的AI服務，杜絕算法歧視：  
Kingdee is committed to building fair and inclusive AI services, and eliminating algorithmic discrimination:

- **公平性設計**：在算法設計之初，充分考慮不同群體的多樣性，通過公平決策量化指標減輕決策偏差。我們要避免因民族、信仰、國別、性別、年齡、職業等因素產生的歧視。  
**Fairness Design**: At the beginning of algorithm design, fully consider the diversity of different groups, and mitigate decision-making bias through quantitative indicators of fair decision-making. We should avoid discrimination arising from factors such as ethnicity, religion, nationality, gender, age, occupation, etc.
- **人工干預**：建立「安全性標註」機制，針對涉及社會倫理的敏感內容進行全量人工審核，確保模型價值觀符合社會公序良俗。  
**Human Intervention**: Establish a "safety annotation" mechanism to conduct full-scale manual review of sensitive content related to social ethics, ensuring that the model's values align with social public order and good customs.

#### AI 生成內容標識與透明度 Identification and Transparency of AI-generated Content (Identify AI-generated Content)

我們堅持技術倫理的透明度原則，保障用戶的知情權：  
We adhere to the principle of transparency in technological ethics to safeguard users' right to know:

- **顯性標識：**對AI生成的文本、圖片、視頻等內容添加可識別的標識（如水印或標籤），幫助用戶清晰區分機器生成內容。  
**Explicit Identification:** Add recognizable identifiers (such as watermarks or tags) to AI-generated content such as text, images, and videos to help users clearly distinguish machine-generated content.
- **可解釋性：**我們致力於提升算法的可解釋性，確保以人類可理解的方式解釋AI的行為和結果，並在服務界面顯著位置公開算法機制、侷限性及基礎模型使用情況。  
**Interpretability:** We are committed to enhancing the interpretability of algorithms, ensuring that the behavior and results of AI are explained in a human-understandable manner, and publicly disclosing the algorithmic mechanism, limitations, and usage of the underlying model in prominent locations on the service interface.

### 2.2.3 AI 治理培訓 AI Governance Training

為提升員工對科技倫理問題的認知與敏感度，確保相關人員在研發與創新過程中嚴格遵守道德規範與法律底線，公司建立了完善的AI治理體系。

在制度指引方面，我們內部制定了《AIGC產品合規應用上架指引》《AIGC出海合規指引》《生成式人工智能（AIGC）合規清單》等一系列規範性文件。這些指引涵蓋了從產品研發、全球化合規到用戶隱私保護的全生命週期，為公司AI業務的穩健發展提供了明確的合規準繩。

在培訓與能力建設方面，報告期內，我們構建了多層次的科技倫理培訓體系，累計覆蓋逾600人次。

To enhance employees' awareness and sensitivity to technological ethics issues and ensure that relevant personnel strictly adhere to ethical standards and legal boundaries during the R&D and innovation process, the company has established a comprehensive AI governance framework.

In terms of institutional guidance, we have internally developed a series of regulatory documents such as the *Guidelines for the Compliance Application and Launch of AIGC Products*, the *Guidelines for AIGC's Overseas Compliance*, and the *Compliance Checklist for Generative Artificial Intelligence (AIGC)*. These guidelines cover the entire life cycle from product R&D, global compliance to user privacy protection, providing clear compliance benchmarks for the steady development of the Company's AI business.

In terms of training and capacity building, during the reporting period, we established a multi-level scientific and technological ethics training system, which has cumulatively covered more than 600 participants.

#### 專題合規培訓 Specialized Compliance Training

針對出海業務合規、人工智能生成合成內容標識方法及法律合規解讀等核心議題開展深度培訓，參與人次逾120人。  
Conducted in-depth training on core topics such as compliance for overseas business, identification methods for AI-generated synthetic content, and legal compliance interpretation, with the number of participants exceeding 120.



#### 前沿案例研討 Cutting-edge Case Study

舉辦「超級進化論」論壇，以「千問APP上線400項新功能」等實戰案例為切入點，深度思考AI產品的演進與倫理邊界，吸引多名核心骨幹參與。  
Hosted the "Super Evolution Theory" Forum, using practical cases such as "Qianwen APP Launches 400 New Features" as entry points to deeply reflect on the evolution and ethical boundaries of AI products, attracting multiple core backbones to participate.

#### 全員科普宣貫 All-staff Science Popularization and Dissemination

通過「合規月月談」等線上平台，開展「APP監管新規」解讀及「AI幻覺第一案」等內容合規啟示分享，有效提升了全員在算法安全、數據透明及內容治理方面的風險防範意識。  
Through online platforms such as "Compliance Monthly Talks", we conducted interpretations of "New Regulations on APP Supervision" and shared compliance insights from cases such as "The First Case of AI Hallucination", effectively enhancing all staff's risk prevention awareness in areas such as algorithm security, data transparency, and content governance.



合規月月談 | “APP監管新規”解讀——《互聯網应用程序個人信息收集使用規定（征求意见稿）》簡析



合規月月談 | AI幻覺第一案給AI服務企業的內容合規啟示

### 2.3 訂閱優先 Subscription Priority

金蝶國際貫徹「予力企業，成就不凡」的理念，建立完善的客戶服務體系和服務渠道，優化客戶需求響應機制，提升客戶滿意度。

Kingdee International adheres to the philosophy of "Empower every enterprise to achieve phenomenal success", establishes a comprehensive customer service system and service channels, optimizes the customer demand response mechanism, and enhances customer satisfaction.

### 2.3.1 客戶服務體系 Customer Service System

金蝶堅持「以客戶為中心」的核心價值觀，建立了完善的客戶滿意度監測與改進閉環機制。我們於每年第四季度定期啟動年度客戶滿意度調研，採用淨推薦值（NPS）與客戶滿意度（CSAT）雙核心指標體系，以全面衡量客戶體驗。2025年度，我們採用分層隨機抽樣方法，確保樣本的代表性與科學性。調研回收有效問卷 3,250 份，涉及客戶約 2,940 家，涵蓋直銷與分銷渠道、各主流產品線及不同職級的客戶群體。

調研結果顯示，2025 年金蝶客戶滿意度（CSAT）達到 87.72%，淨推薦值（NPS）達到 42.09%，均處於行業領先水平（Good/Great 範疇）。我們的客戶滿意度呈現穩步上升趨勢，較 2010 年提升 16%，高於 2025 年行業均值水平 77%。針對調研反饋，金蝶已制定專項改進計劃以實現閉環管理：

Kingdee adheres to the core value of "Customer-Centric" and has established a comprehensive closed-loop mechanism for customer satisfaction monitoring and improvement. We regularly initiate the annual customer satisfaction survey in the fourth quarter of each year, using the Net Promoter Score (NPS) and Customer Satisfaction (CSAT) dual-core indicator system to comprehensively measure customer experience. In 2025, we adopted the stratified random sampling method to ensure the representativeness and scientific nature of the sample. The survey collected 3,250 valid questionnaires, involving approximately 2,940 customers, covering direct sales and distribution channels, various mainstream product lines, and customer groups at different job levels.

Research results show that in 2025, Kingdee's Customer Satisfaction (CSAT) reached 87.72%, and Net Promoter Score (NPS) reached 42.09%, both of which are at the leading level in the industry (Good/Great category). Our customer satisfaction shows a steady upward trend, increasing by 16% compared to 2010 and higher than the industry average of 77% in 2025. In response to the research feedback, Kingdee has developed a special improvement plan to achieve closed-loop management:

#### 市場質量體系 Market Quality System

構建市場推廣質量體系，強化產出監控，確保市場活動精準觸達並服務客戶。

Establish a marketing quality system, strengthen output monitoring, and ensure that marketing activities accurately reach and serve customers.

#### 關鍵數據 Key Data

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

- 客戶滿意度為 87.72%，較2010年提升16%，高於2025年行業均值水平77%。  
Customer satisfaction was 87.72%, an increase of 16% compared to 2010, and higher than the industry average of 77% in 2025.

### 2.3.2 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》，明確客戶投訴的定義、處理原則和處理方法。我們構建了從受理到改進的閉環管理機制：

In response to customer complaints, we have formulated the *Kingdee Customer Complaint Management Regulations* to clarify the definition, handling principles, and handling methods of customer complaints. We have established a closed-loop management mechanism from acceptance to improvement:

第一階段：多渠道受理與建單  
Phase 1: Multi-channel Receipt & Logging (Receipt & Logging)

- 受理渠道：**客戶通過400售後熱線（24/7支持）、售後在線服務、徐少春個人號、微信公眾號（金蝶特色直達通道）、投訴郵箱等渠道反饋問題。  
**Acceptance Channels:** Customers can report issues through channels such as the 400 after-sales hotline (24/7 support), after-sales online service, Xu Shaohun's personal WeChat public account (Kingdee's unique direct access channel), complaint email, etc.

- 系統錄入：**所有渠道接收的投訴信息均統一錄入至公司雲客服系統，自動生成投訴工單，確保全程可追溯。  
**System Entry:** All complaint information received from all channels is uniformly entered into the Company's Cloud Customer Service System, automatically generating complaint work orders to ensure full traceability throughout the process.

#### 產品體驗升級 Product Experience Upgrade

順應客戶對「質量」與「體驗」的雙重關注，我們在研發流程中不僅加強TOP問題的優化，更將體驗指標納入產品設計標準與考核體系；

In response to customers' dual focus on "quality" and "experience", we have not only strengthened the optimization of TOP issues in the R&D process but also incorporated experience indicators into product design standards and assessment systems;

#### 交付服務提效 Enhancing Delivery Service Efficiency

針對實施交付痛點，我們將通過分級項目監控預防風險，並利用數字化工具賦能項目經理，解決進度與效果問題；

In response to the pain points in implementation and delivery, we will prevent risks through hierarchical project monitoring and empower project managers with digital tools to address issues related to progress and effectiveness;

|   |   |
|---|---|
| <p>第二階段：分級分發與響應<br/>Phase 2: Triage &amp; Distribution</p>                    | <ul style="list-style-type: none"> <li><b>初步分析：</b>投訴受理團隊對客訴進行初步分析。<br/><i>Initial Analysis:</i> The Complaint Handling Team conducts an initial analysis of customer complaints.</li> <li><b>分級分類：</b>依據《金蝶客戶投訴管理辦法》，將投訴劃分為重要投訴（涉及合規、底線、重大損失）和一般投訴（常規服務產品問題）。<br/><i>Classification and Categorization:</i> According to the <i>Kingdee Customer Complaint Management Measures</i>, complaints are classified into important complaints (involving compliance, bottom lines, and significant losses) and general complaints (routine service and product issues).</li> <li><b>工單分發：</b>一般投訴分發至相關責任部門；重大或緊急投訴直接升級分發至業務線負責人牽頭處理。<br/><i>Work Order Distribution:</i> General complaints are distributed to relevant responsible departments; major or urgent complaints are directly escalated and distributed to the person in charge of the business line to lead the handling.</li> </ul> |
| <p>第三階段：調查與解決方案<br/>Phase 3: Investigation &amp; Solution</p>                 | <ul style="list-style-type: none"> <li><b>原因調查：</b>責任部門開展根因分析（RCA），查明問題根本原因。<br/><i>Cause Investigation:</i> The responsible department conducts Root Cause Analysis (RCA) to identify the root cause of the problem.</li> <li><b>方案制定與溝通：</b>制定針對性解決方案，並與客戶保持高頻溝通，直至問題得到實質性解決。<br/><i>Solution Development and Communication:</i> Develop targeted solutions and maintain high-frequency communication with clients until the issues are substantially resolved.</li> </ul>  |
| <p>第四階段：滿意度回訪<br/>Phase 4: Satisfaction Follow-up (Customer Verification)</p> | <ul style="list-style-type: none"> <li><b>結果確認：</b>問題解決後，投訴受理團隊對客戶進行回訪。<br/><i>Result Confirmation:</i> After the issue is resolved, the complaint handling team conducts a follow-up visit with the customer.</li> <li><b>滿意度評價：</b>邀請客戶對處理結果和體驗進行滿意度評分。<br/><i>Satisfaction Evaluation:</i> Invite customers to rate their satisfaction with the handling results and experience.</li> </ul>  |
| <p>第五階段：復盤改進與結案<br/>Phase 5: Review &amp; Closure (Review &amp; Closure)</p>  | <ul style="list-style-type: none"> <li><b>質量回溯：</b>將投訴問題納入公司質量回溯流程，進行定級定責。<br/><i>Quality Traceability:</i> Incorporate the complaint issue into the Company's Quality Traceability Process, and conduct classification and responsibility assignment.</li> <li><b>持續改進：</b>投訴團隊按月分析共性與重點問題，推動相關部門制定並落實改進計劃（PDCA循環）。<br/><i>Continuous Improvement:</i> The complaint team analyzes common and key issues on a monthly basis, and promotes relevant departments to formulate and implement improvement plans (PDCA cycle).</li> <li><b>正式結案：</b>在完成復盤及改進措施確認後，正式關閉投訴工單。<br/><i>Official Case Closure:</i> After completing the review and confirming the improvement measures, the complaint work order will be officially closed.</li> </ul>   |

**• 關鍵數據 Key Data**

報告期內 During the reporting period

- 共收到客戶有效投訴 **68** 宗，同比下降 **45%**。客戶投訴關閉率 **100%**。  
A total of **68** valid customer complaints were received, representing a year-on-year decrease of **45%**. The customer complaint closure rate was **100%**.

## 2.4 國際化 Internationalization

金蝶國際堅定推行「國際化」戰略，不僅致力於將中國領先的 SaaS 服務帶向全球，更承諾將「致良知、走正道、行王道」的價值觀融入全球運營。我們通過構建「全球化特性 + 本地化合規」的數字底座，以負責任的技術賦能全球企業，在連接世界的同時，構築安全、合規、高效的可持續發展生態。

Kingdee International is firmly implementing its "internationalization" strategy, not only committed to bringing China's leading SaaS services to the world, but also promising to integrate the values of "Acting in all conscience, with integrity and righteousness" into its global operations. By building a digital foundation of "global features + local compliance", we empower global enterprises with responsible technology, and while connecting the world, we build a secure, compliant, and efficient sustainable development ecosystem.

### 2.4.1 對標國際準則，深化全球合規治理 Align with International Standards and Deepen Global Compliance Governance

隨著業務版圖的拓展，金蝶主動擁抱全球可持續發展監管變革，構建高標準的全球治理體系。

As its business expands, Kingdee proactively embraces global sustainable development regulatory changes and builds a high-standard global governance system.

**深化披露標準 Deepen Disclosure Standards**

我們持續關注歐盟《企業可持續發展報告指令》（CSRD）及國際財務報告可持續披露準則（IFRS S1/S2）的要求，積極開展差距分析與合規準備。我們聘請第三方專業機構對 ESG 關鍵指標進行鑑證，確保披露信息的可靠性與透明度，以滿足國際投資者的高標準要求。

We continuously monitor the requirements of the EU's *Corporate Sustainability Reporting Directive* (CSRD) and the International Financial Reporting Sustainability Disclosure Standards (IFRS S1/S2), and actively conduct gap analysis and compliance preparations. We engage third-party professional institutions to verify ESG key indicators to ensure the reliability and transparency of disclosed information, thereby meeting the high standards of international investors.

### 強化風險管控 Strengthen Risk Management and Control

針對全球數字監管碎片化的挑戰，我們建立了跨部門的全球數字合規專項小組，重點跟蹤並評估不同司法管轄區（如歐盟、東南亞等）在數據主權、反壟斷及供應鏈盡職調查方面的法規變化，將其納入集團整體風險管理體系（ERM）中。

In response to the challenges posed by the fragmentation of global digital regulation, we have established a cross-departmental global digital compliance task force. This task force focuses on tracking and assessing regulatory changes in different jurisdictions (such as the EU, Southeast Asia, etc.) regarding data sovereignty, anti-monopoly, and supply chain due diligence, and incorporates them into the Group's overall enterprise risk management (ERM) system.

## 2.4.2 產品本地化：賦能全球客戶合規經營 Product Localization: Empowering Global Clients for Compliant Operations

**全方位的本地化合規包：**為滿足不同司法管轄區的監管要求，我們推出了針對新加坡、馬來西亞、泰國、越南、印尼、卡塔爾等國家 / 地區的專屬本地化包。

- **財稅合規：**系統深度預置了當地會計準則（如新加坡SFRS、馬來西亞MFRS、泰國TFRS等）及稅務申報模板（如印尼PPN/PPH申報、越南VAT申報）。通過「全球稅務引擎」，我們幫助出海企業自動處理轉讓定價報告、稅務風險管控及多國稅率計算，確保客戶在海外經營中嚴守「G」（治理）底線。
- **金融互聯：**我們的全球資金管理系統已支持海外20+ 國家/地區的主流銀行直連，實現了集團企業資金的全球可視、可控，提升資金運營統籌效率與安全性。
- **數據安全與隱私合規架構：**在產品設計層面，我們構建了國際化產品安全及隱私合規框架，嚴格遵循GDPR等隱私法規，支持數據脫敏及權限隔離，為全球客戶提供基礎安全與數據合規能力。

**Comprehensive Localized Compliance Packages:** To meet the regulatory requirements of different jurisdictions, we have launched exclusive localized packages for Singapore, Malaysia, Thailand, Vietnam, Indonesia, Qatar and other countries/regions.

- **Financial and Tax Compliance:** The system is deeply pre-configured with local accounting standards (such as Singapore SFRS, Malaysia MFRS, Thailand TFRS, etc.) and tax filing templates (such as Indonesia PPN/PPH filing, Vietnam VAT filing). Through the "Global Tax Engine", we assist overseas enterprises in automatically handling transfer pricing reports, tax risk management and control, and multi-country tax rate calculations, ensuring that clients strictly adhere to the "G" (governance) baseline in their overseas operations.
- **Financial Interconnection:** Our global treasury management system already supports direct connections with mainstream banks in over 20 overseas countries/regions, enabling global visibility and control of group enterprise funds, and enhancing the efficiency and security of fund operation coordination.
- **Data Security and Privacy Compliance Framework:** At the product design level, we have established an international product security and privacy compliance framework, strictly adhering to privacy regulations such as GDPR, supporting data desensitization and permission isolation, and providing basic security and data compliance capabilities for global customers.

**全球研發協同，構建無界創新平台：金蝶**  
利用數字化技術打破地理邊界，構建全球研發管理平台，提升研發效率，減少因溝通延滯帶來的資源浪費。

- **跨地域協同創新：**我們實現了「中國研發中心」與海外（如印尼）生產基地的無縫連接。通過全球研發管理平台，多地研發工程師可以在線進行頭腦風暴，智能總結需求清單，並實時共享圖紙、BOM與物料數據。
- **數字化提效減碳：**這種「全球創意協同、全球設計協同」的模式，不僅縮短了產品上市週期，更大幅減少了跨國差旅和物理樣品的反覆寄送，以數字化手段直接降低了研發過程中的碳足跡。

**Global R&D Collaboration, Building a Boundless Innovation Platform:**  
Kingdee uses digital technology to break geographical boundaries, build a global R&D management platform, improve R&D efficiency, and reduce resource waste caused by communication delays.

- **Cross-regional collaborative innovation:** We have achieved seamless connectivity between the "China R&D Center" and overseas production bases (such as in Indonesia). Through the global R&D management platform, R&D engineers from multiple locations can conduct online brainstorming, intelligently summarize the requirements list, and share drawings, BOMs, and material data in real time.
- **Digital Efficiency Improvement and Carbon Reduction:** This model of "global creative collaboration and global design collaboration" not only shortens the product launch cycle but also significantly reduces cross-border travel and the repeated shipping of physical samples, directly reducing the carbon footprint in the R&D process through digital means.

## 2.4.3 多元包容，培育國際化人才 Diverse and Inclusive, Cultivating International Talents

金蝶視人才為全球化戰略的第一資源。我們尊重不同國家和地區的文化差異，致力於打造平等、多元、包容（DEI）的全球職場。

Kingdee regards talent as the primary resource for its globalization strategy. We respect cultural differences among different countries and regions and are committed to building an equal, diverse, and inclusive (DEI) global workplace.

### 跨文化領導力建設 Cross-Cultural Leadership Development

為支撐海外業務拓展，我們實施了「立志班（國際化專項）」人才培養項目。通過跨文化管理、全球合規經營等實戰課程，我們成功賦能了40名核心海外管理人才與後備幹部，提升其在全球化背景下的經營思維與包容性領導力。To support the expansion of overseas business, we have implemented the "Lizhi Class (Internationalization Special Program)" talent cultivation project. Through practical courses such as cross-cultural management and global compliance operations, we have successfully empowered 40 core overseas management talents and reserve cadres, enhancing their business thinking and inclusive leadership in the context of globalization.

### 多元共融環境 Multicultural Inclusive Environment

我們在《金蝶哲學》中明確納入「跨國籍、跨宗教、跨性別」的包容性承諾，嚴禁任何形式的歧視。我們通過建立無障礙辦公環境、推行公平薪酬及多元化員工關懷活動，增強全球員工的歸屬感與凝聚力。

We have explicitly incorporated the inclusive commitment of "transnational, trans-religious, and transgender" into *Kingdee Philosophy*, strictly prohibiting any form of discrimination. We enhance the sense of belonging and cohesion among global employees by creating a barrier-free office environment, implementing fair compensation, and promoting diverse employee care activities.

## 2.5 場景化 Scene-Based

### 2.5.1 科技賦能可持續發展 Technology Empowers Sustainable Development

發展清潔技術是公司的核心戰略，金蝶通過提供雲服務、智能化軟件解決方案，幫助客戶實現數字化與綠色化轉型。具體戰略包括：

**推廣雲服務替代本地部署：**引導客戶從傳統的本地化軟件部署轉向雲端 SaaS 或 PaaS 服務，利用雲平台集約化、高效化的優勢，顯著降低客戶 IT 基礎設施的整體能耗與碳排放。

**構建一體化、可追溯的數據平台：**建立標準化的 ESG 智能體，嵌入業務全流程，實現從數據採集、核算到報告生成的全流程自動化與標準化，確保碳數據質量，助力客戶達成合規與披露要求。

Developing clean technology is the Company's core strategy. Kingdee helps customers achieve digital and green transformation by providing cloud services and intelligent software solutions. Specific strategies include:

**Promote Cloud Services to Replace On-premises Deployment:** Guide customers to shift from traditional on-premises software deployment to cloud-based SaaS or PaaS services, leveraging the advantages of cloud platforms in terms of centralization and efficiency to significantly reduce the overall energy consumption and carbon emissions of customers' IT infrastructure.

**Build an Integrated and Traceable Data Platform:** Establish a standardized ESG intelligent agent, embed it into the entire business process, achieve full-process automation and standardization from data collection, accounting to report generation, ensure the quality of carbon data, and help clients meet compliance and disclosure requirements.

#### 發展目標 Development Goals

• **賦能客戶減排：**核心目標是使客戶通過使用其軟件產品與服務，實現運營效率提升與碳排放減少。例如，幫助製造企業優化生產排程以降低能耗，或通過雲端系統替代本地服務器為客戶減少 IT 碳排。

**Empowering Customers to Reduce Emissions:** The core objective is to enable customers to improve operational efficiency and reduce carbon emissions through the use of its software products and services. For example, helping manufacturing enterprises optimize production scheduling to reduce energy consumption, or reducing IT carbon emissions for customers by replacing local servers with cloud systems.

### 案例 Case

#### 賦能綠色金融——金蝶票據雲助力企業實現財稅全流程「零碳」管理 Empowering Green Finance - Kingdee Bill Cloud Helps Enterprises Achieve "Zero-Carbon" Management Throughout the Entire Financial and Taxation Process

隨著全球氣候行動的加速，傳統的紙質財稅管理模式不僅效率低下，且伴隨著大量的紙張消耗、打印耗材使用及物理檔案存儲帶來的碳排放。作為企業數字化轉型的推動者，金蝶識別到通過「以數治稅」替代傳統紙質流程所帶來的巨大環境機遇/氣候相關機遇。我們致力於通過技術創新，幫助客戶在提升財務效率的同時，顯著降低運營層面的環境足跡。

As global climate action accelerates, the traditional paper-based fiscal and tax management model is not only inefficient but also accompanied by carbon emissions from a large amount of paper consumption, use of printing consumables, and physical file storage. As a promoter of enterprise digital transformation, Kingdee has recognized the significant environmental opportunities / climate-related opportunities brought about by replacing traditional paper-based processes with "governing tax through data". We are committed to helping customers significantly reduce their environmental footprint at the operational level while improving financial efficiency through technological innovation.

- **源頭無紙化獲取：**系統直接對接財政部數電發票數據，發票在進入企業之初即為結構化電子數據，徹底消除了對打印、掃描及人工錄入的依賴。  
**Paperless Acquisition at the Source:** The system directly connects to the digital invoice data of the Ministry of Finance, ensuring that invoices are structured electronic data from the moment they enter the enterprise, completely eliminating the reliance on printing, scanning, and manual entry.
- **流轉過程數字化：**在報銷與審核環節，系統通過算法自動完成狀態校驗與合規檢查，替代了人工對紙質票據的逐張核驗，減少了單據在物理空間流轉產生的物流碳排放。  
**Digitalization of the Circulation Process:** In the reimbursement and review stages, the system automatically completes status verification and compliance checks through algorithms, replacing manual verification of paper bills one by one, and reducing the logistics carbon emissions generated by the physical circulation of documents.
- **電子歸檔替代物理倉儲：**嚴格遵循財政部電子會計檔案管理要求，實現從發票、報銷單據到會計憑證的「單套制」電子歸檔。這不僅實現了憑證鏈路的完整留痕與可追溯，更大幅減少了企業對物理檔案室建設及空調溫控的能源消耗。  
**Electronic Archiving Replaces Physical Warehousing:** Strictly adhering to the requirements of the Ministry of Finance for the management of electronic accounting archives, it implements "single-set system" electronic archiving from invoices, reimbursement documents to accounting vouchers. This not only ensures complete traceability and auditability of the voucher chain but also significantly reduces the energy consumption of enterprises for the construction of physical archives and air conditioning temperature control.
- **無縫集成能力：**金蝶票據雲作為專業能力平台，通過標準接口與客戶現有的ERP或財務系統實現無縫對接，確保數據在多系統間連續流轉，避免了因系統割裂導致的重複打印和紙質存檔需求。  
**Seamless Integration Capability:** As a professional capabilities platform, Kingdee Invoice Cloud achieves seamless connectivity with the client's existing ERP or financial systems through standard interfaces, ensuring continuous data flow across multiple systems and eliminating the need for duplicate printing and paper archiving caused by system fragmentation.

• 環境效益與量化績效 Environmental Benefits and Quantitative Performance

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

金蝶票據雲已服務超過 100,000+ 家企業客戶，2025年，金蝶票據雲將支持客戶實現 2億 張發票的開具及接收處理。

Kingdee Invoice Cloud has served more than 100,000+ enterprise customers. In 2025, Kingdee Invoice Cloud will support customers in issuing and receiving 200 million invoices.

- 資源節約: 按每張發票及相關附件平均消耗2.5張A4紙計算，預計全年可為社會節約紙張約 5 億 張。  
Resource Conservation: Calculated based on an average consumption of 2.5 A4 sheets per invoice and related attachments, it is estimated that approximately 500 million sheets of paper can be saved for society annually.
- 減碳貢獻: 根據全生命週期碳排放係數折算，該業務預計幫助客戶減少碳排放約 3,150 噸CO<sub>2</sub>e。  
Carbon Reduction Contribution: Based on the carbon emission coefficient of the full life cycle, this business is expected to help customers reduce carbon emissions by approximately 3,150 tons of CO<sub>2</sub>e.

- AI驅動的碳排放自動核算: 傳統碳盤查工作需要處理多源頭、多類別、多口徑的能源數據，工作流程冗長並且容易出錯。金蝶ESG智能體能對接能源及各類業務系統，自動同步和清洗各類能源數據，實時完成從「能源」到「碳排放」的數據計算，並智能校驗能源和溫室氣體數據的波動，確保數據的合理性與準確性。ESG智能體通過AI算法智能、高效地實現了原來複雜的「統籌-收集-計算-匯總-校驗」的碳盤查過程，助力集團碳中和目標的實現。  
AI-driven Automatic Carbon Emission Accounting: Traditional carbon inventory work requires processing multi-source, multi-category, and multi-caliber energy data, with a long and error-prone workflow. Kingdee ESG Agent can connect to energy and various business systems, automatically synchronize and clean various types of energy data, complete real-time data calculations from "energy" to "carbon emissions", and intelligently verify fluctuations in energy and GHG data to ensure the rationality and accuracy of the data. The ESG Agent has intelligently and efficiently achieved the originally complex carbon inventory process of "coordination - collection - calculation - aggregation - verification" through AI algorithms, contributing to the achievement of the Group's carbon neutrality goal.



案例 Case

AI 驅動 ESG 決策——金蝶 ESG 智能體賦能企業可持續發展  
AI-Driven ESG Decision-Making - Kingdee ESG Agent Empowers Corporate Sustainable Development

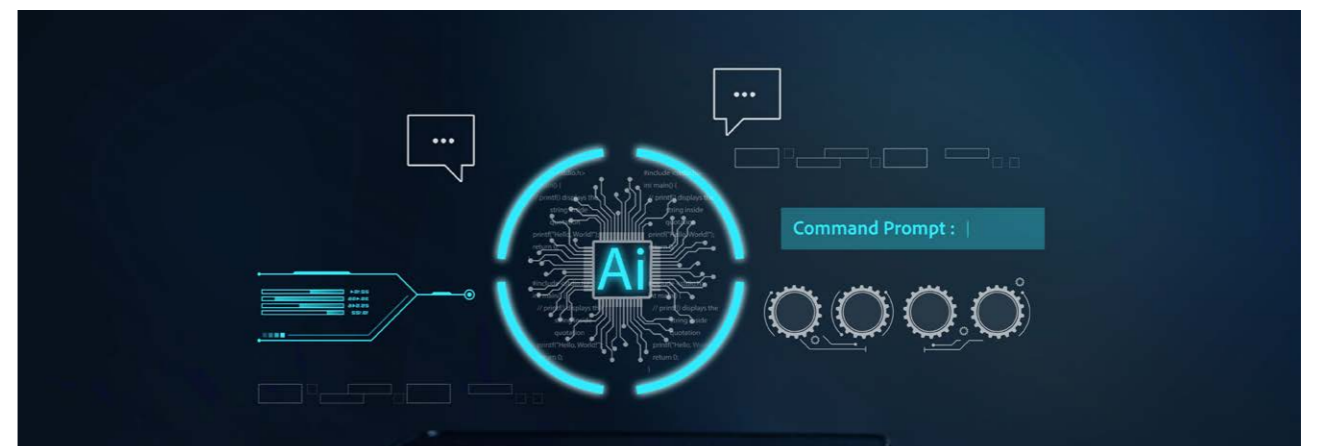
金蝶國際軟件集團自研開發了AI原生一站式ESG數據管理與智能報告生成平台，利用AI智能體（AI Agent）技術，協助企業，包括金蝶自身完善ESG的管理手段和提升數據透明度。

Kingdee International Software Group has independently developed an AI-native one-stop ESG data management and intelligent report generation platform, leveraging AI Agent technology to assist enterprises, including Kingdee itself, in improving ESG management practices and enhancing data transparency.

- AI保障ESG合規披露與數據全流程管理: 金蝶利用AI大模型解析全球複雜的披露標準（如GRI、港交所ESG指引等），結合企業所在行業和具體業務信息，推薦企業需要管理的ESG定量指標和定性信息清單，並對接各類業務系統自動同步數據，成為完善的ESG數據中台。基於數據中台所儲存的定量和定性信息，AI智能體會按照合規要求和企業文本風格，生成符合合規要求的ESG報告內容，並提供AI潤色和多語言翻譯功能，報告中所呈現的所有定性信息與定量數據均可追溯至原始憑證，降低了合規風險。通過AI的能力，金蝶ESG智能體可有效將年度ESG報告的籌備週期從傳統的4-6個月縮短至2-3個月。  
AI Ensures ESG Compliance Disclosure and Full Process Data Management: Kingdee uses large AI models to analyze complex global disclosure standards (such as GRI, HKEX ESG Guidelines, etc.), combines industry and specific business information of enterprises, recommends ESG quantitative indicators and qualitative information lists that enterprises need to manage, and connects to various business systems to automatically synchronize data, thus becoming a comprehensive ESG data platform. Based on the quantitative and qualitative information stored in the data middle platform, the AI agent will generate ESG report content that meets compliance requirements according to compliance requirements and corporate text style, and provide AI polishing and multilingual translation functions. All qualitative information and quantitative data presented in the report can be traced back to the original vouchers, reducing compliance risks. Through the capabilities of AI, Kingdee ESG Agent can effectively shorten the preparation cycle of the annual ESG report from the traditional 4-6 months to 2-3 months.

• 提升管理效率 Improve Management Efficiency

- 將企業原本長達4-6個月的ESG報告籌備週期縮短了 50%，大幅降低了企業在諮詢和人力上的投入成本。  
Shorten the ESG report preparation cycle, which originally took 4-6 months for enterprises, by 50%, significantly reducing the input costs of enterprises in consulting and human resources.



案例 Case

金蝶「招聘智能體」賦能殘障人士精準就業  
Kingdee's "Recruitment Intelligence Agent" Empowers Disabled Individuals for Precise Employment

在推進企業社會責任與可持續發展的過程中，殘障人士的公平就業始終是金蝶關注的核心課題。傳統的招聘模式下，殘障候選人常因溝通障礙或信息不對稱而錯失機會。為此，金蝶與強腦科技（BrainCo）深度合作，依託金蝶蒼穹（Kingdee Cosmic）平台能力，推出了專門針對多元人才的「招聘智能體（Recruitment Agent）」，旨在通過AI技術消除偏見，構建溫情且智能的用才體系。

In the process of promoting corporate social responsibility and sustainable development, fair employment for people with disabilities has always been a core issue that Kingdee focuses on. Under the traditional recruitment model, candidates with disabilities often miss opportunities due to communication barriers or information asymmetry. To address this, Kingdee has entered into in-depth cooperation with BrainCo, relying on the capabilities of the Kingdee Cosmic platform, and launched the "Recruitment Agent" specifically tailored for diverse talents, aiming to eliminate biases through AI technology and build a caring and intelligent talent utilization system.

- **AI包容性招聘，實現多方共贏：**招聘智能體具備「精準人崗智能匹配」能力。它打破了傳統簡歷篩選的侷限，能夠深度解析殘障候選人的核心優勢與潛在能力，將其精準匹配至合適的崗位，在實現企業用工合規與經濟效益的同時，顯著提升了招聘的公平性。

**AI Inclusive Recruitment, Achieving Win-Win Outcomes for All Parties:** The recruitment agent has the ability of "precise intelligent matching of candidates to positions". It breaks through the limitations of traditional resume screening, can deeply analyze the core strengths and potential abilities of disabled candidates, and precisely match them to suitable positions. While ensuring enterprise employment compliance and economic benefits, it significantly enhances the fairness of recruitment.

- **腦機接口技術賦能，拓寬職場邊界：**結合BrainCo領先的「腦機接口技術」與「智能仿生手」，金蝶招聘智能體不僅是一個系統，更是連接物理世界與數字職場的紐帶。通過精準採集腦電與神經信號，智能體能輔助殘疾人士更靈活地操作數字化辦公工具，實現「手隨心動」，讓他們在數字化轉型浪潮中擁有平等的競爭力 and 自我成就感。  
**Empowered by Brain-Computer Interface (BCI) Technology, Expanding Workplace Boundaries:** Combining BrainCo's leading "Brain-Computer Interface Technology" with "Intelligent Bionic Hand", Kingdee Recruitment Agent is not only a system but also a link connecting the physical world and the digital workplace. By accurately collecting electroencephalogram (EEG) and neural signals, the agent can assist people with disabilities in more flexible operation of digital office tools, achieving "hands moving as the mind desires", enabling them to have equal competitiveness and self-fulfillment in the wave of digital transformation.
- **智能面試與無障礙交互：**智能體提供全自動化的招聘流程，支持多模態交互。通過AI面試功能與即時反饋，有效降低了殘疾人士在求職過程中的心理壓力與溝通門檻，縮短了招聘週期，讓招聘流程既有「智」度，更有溫情。  
**Intelligent Interview and Barrier-Free Interaction:** The intelligent agent provides a fully automated recruitment process, supporting multi-modal interaction. Through AI interview capabilities and real-time feedback, it effectively reduces the psychological stress and communication barriers for people with disabilities during the job search process, shortens the recruitment cycle, and makes the recruitment process not only "intelligent" but also full of warmth.

招聘智能體  
Recruitment Agent

金蝶 X BrainCo

用AI连接包容就业与多元人才  
让企业温暖履责、智能用才  
让残障人士被看见、被成就

Empower enterprises with AI to foster inclusive employment and diverse talent

供应链 营销 HR 财务 **ESG**

招聘智能体，精准人岗智能匹配  
AI包容招聘，实现残保金合规与经济效益双赢

脑机接口技术，精准采集脑电与神经信号  
智能仿生手，灵巧智能，手随心动

# 以奮鬥者為本， 長期堅持明心淨心

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

## 我們的理念 Our Philosophy

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

Kingdee International practices the human resource management philosophy of "Striver-oriented, Long-term Adherence to Pure and Visionary Mind", regarding employees as the most valuable asset. We respect and fully safeguard the legitimate rights and interests of every employee, prioritize employees' health, safety, and well-being, value employee training and development, and are committed to creating a fair, diverse, and inclusive work environment. At the same time, the Group actively assumes corporate social responsibility, encourages and supports employees to participate in community public welfare activities, and contributes to the sustainable development of society.



## 3.1 多元、公平與包容 Diversity, Equity, and Inclusion (DEI)

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

Kingdee International advocates the concept of diversity, equity, and inclusion (DEI), respects and treats employees with different backgrounds, cultures, and individual differences equally, and is committed to building a platform where diverse talents can integrate, communicate equally, collaborate and co-create, and grow together.

### 3.1.1 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，積極倡導並踐行平等僱傭關係，確保不因種族、膚色、性別、宗教信仰、年齡、殘疾狀況、民族或族裔等因素而受到不公平的對待（就業、職業機會及待遇等）。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，2025 年我們實際引入了多位不同民族、不同國家、不同文化的人才，致力於打造多元、包容的人才隊伍。

We value and safeguard the basic rights and interests of employees, strictly abide by laws and regulations such as the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*, formulate the *Talent Recruitment Management System* applicable to the entire group, ensure that employees enjoy the right to equal employment, actively advocate and practice equal employment relations, and ensure that they are not subject to unfair treatment (in terms of employment, career opportunities, and treatment, etc.) due to factors such as race, skin color, gender, religious belief, age, disability status, nationality, or ethnicity. We appoint people on the basis of merit, selecting high-quality talents who recognize and practice the "Kingdee Core Values" and "Kingdee Philosophy" and meet the requirements of the Kingdee Competency Standard Model. We appreciate individual differences, embrace different types of outstanding talents, implement the concept of diversity throughout the recruitment process, and in 2025, we actually recruited multiple talents from different ethnic groups, countries, and cultures, committed to building a diverse and inclusive talent team.

#### • 關鍵績效 Key Performance

報告期內 During the reporting period

- 發生違法違規僱傭事件數：0 起  
Number of illegal and irregular employment incidents: 0
- 新僱傭員工中女性比例：25.79%  
Proportion of female employees among new hires: 25.79%

## 3.1.2 打造多元與包容的職場 Creating a Diverse and Inclusive Workplace

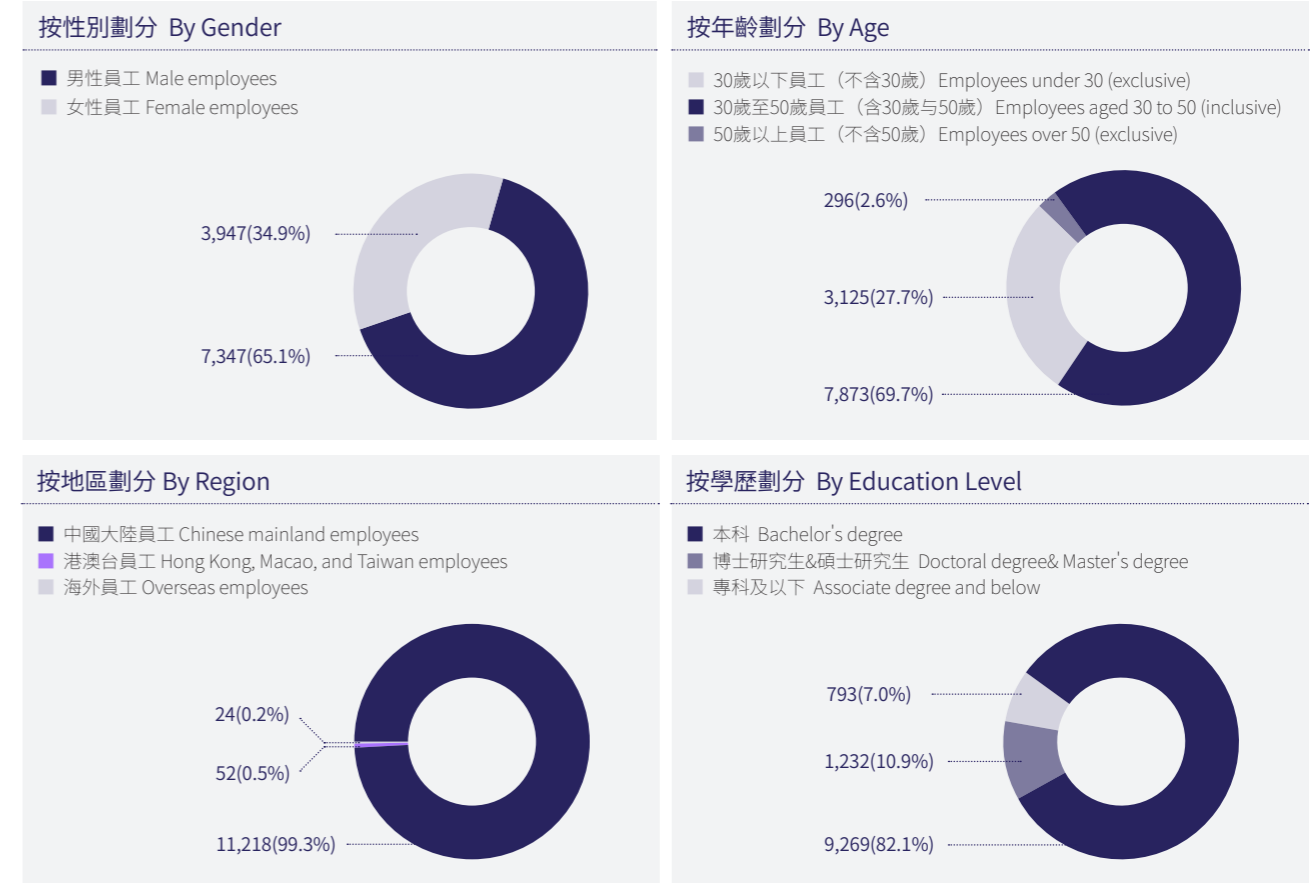
金蝶國際認同並尊重個體差異，依據集團人才戰略和業務需求，吸引具備不同背景、技能和經驗的人才。我們致力於構建一個多元、開放、包容的職場生態，為每位員工提供平等的發展機會和開放的交流平台，通過不同視角的碰撞與協作，共同推動集團可持續發展。

Kingdee International recognizes and respects individual differences, attracting talents with diverse backgrounds, skills, and experiences based on the Group's talent strategy and business needs. We are committed to building a diverse, open, and inclusive workplace ecosystem, providing equal development opportunities and open communication platforms for each employee, and jointly driving the Group's sustainable development through the collision and collaboration of different perspectives.

### 3.1.2.1 多元化的團隊 Diverse Team

我們相信，多元互補的人才組合不僅能提升組織內部協同效能，還能激發團隊創新潛能，為集團拓寬視角，增強競爭優勢。截至報告期末，金蝶國際員工構成情況如下：

We believe that a diverse and complementary talent mix not only enhances internal synergy within the organization but also stimulates the innovative potential of the team, broadens perspectives for the group, and strengthens its competitive edge. As of the end of the reporting period, the composition of Kingdee International's employees is as follows:



|   |
|---|
| <p>• 關鍵績效 Key Performance</p> <p>截至報告期末 As of the end of the reporting period</p> <ul style="list-style-type: none"> <li>• 初級集團管理層幹部女性佔比: <b>50%</b><br/>Proportion of female junior group management cadres: <b>50%</b></li> <li>• 中級集團管理層幹部女性佔比: <b>33.13%</b><br/>Proportion of women among middle-level group management cadres: <b>33.13%</b></li> <li>• 高級集團管理層幹部女性佔比: <b>17.19%</b><br/>Percentage of female senior group management cadres: <b>17.19%</b></li> <li>• 女性在STEM相關職位中的佔比: <b>25.6%</b><br/>Percentage of women in STEM-related positions: <b>25.6%</b></li> </ul> |
|---|

### 3.1.2.2 構建公平、多元與零騷擾的職場環境 Build a Fair, Diverse, and Harassment-free Workplace Environment

多元包容的政策承諾：隨著金蝶國際化戰略的深入推進，我們致力於為全球員工打造一個開放、平等且相互尊重的職業發展平台。公司嚴格遵守業務所在地法律法規，對職場歧視與騷擾持「零容忍」態度。報告期內，我們修訂了《金蝶哲學》，明確增加了關於「跨國籍、跨宗教、跨性別」的文化包容性表述，將多元化理念植入企業核心價值觀，確保員工不會因國籍、種族、宗教、性別、年齡或身體狀況而受到不公正待遇，並由高級管理層監督我們多元包容政策承諾的執行情況。

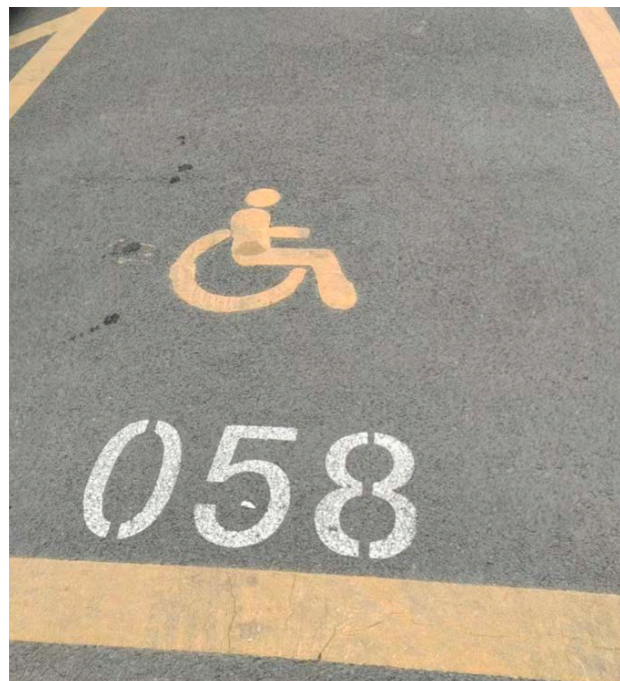
全方位無障礙辦公環境建設：我們通過物理空間的改造與硬件設施的適配，消弭辦公屏障。下表展示了公司在主要園區落實的無障礙環境建設成果：

Policy Commitment to Diversity and Inclusion: As Kingdee's internationalization strategy continues to advance, we are committed to creating an open, equal opportunity, and mutually respectful career development platform for employees worldwide. The Company strictly adheres to the laws and regulations of the business location and maintains a "zero tolerance" attitude towards workplace discrimination and harassment. During the reporting period, we revised the *Kingdee Philosophy*, explicitly adding statements on "transnational, trans-religious, and transgender" cultural inclusivity, integrating the concept of diversity into the enterprise's core values, ensuring that employees are not subject to unfair treatment due to nationality, race, religion, gender, age, or physical condition, and having senior management oversee the implementation of our commitments to the diversity and inclusion policy.

Construction of an Omnidirectional Barrier-Free Office Environment: We eliminate office barriers through the transformation of physical space and the adaptation of hardware facilities. The following table shows the achievements of barrier-free environment construction implemented by the Company in its main parks:

| 維度<br>Dimension                           | 建設模塊<br>Construction Module                    | 核心措施與配置<br>Core Measures and Configurations  | 覆蓋園區<br>Coverage Area      |
|---|--|--|----------------------------|
| 外部銜接與通行<br>External Connection and Access | 無障礙坡道與通道<br>Barrier-free Ramps and Passageways | 設置坡度≤1:12的防滑坡道，配備扶手；室內走廊預留≥1.2米通行寬度，消除高低落差。<br>Install anti-slip ramps with a slope ≤1:12, equipped with handrails; indoor corridors should reserve a passage width ≥1.2 meters to eliminate height differences. | 北京園區<br>Beijing Park       |
|   | 專用停車位<br>Reserved Parking Space                | 在地下停車場等核心區域增設無障礙停車位（累計4個）。<br>Additional accessible parking spaces (4 in total) have been added in core areas such as the underground parking lot.   | 北京、深圳<br>Beijing, Shenzhen |
| 垂直交通引導<br>Vertical Traffic Guidance       | 智慧電梯系統<br>Smart Elevator System                | 加裝盲文按鈕、語音播報裝置，內部設置輪椅專用停靠空間，張貼高對比度標識。<br>Install Braille buttons, voice announcement devices, set up dedicated wheelchair docking spaces inside, and post high-contrast signs.                                    | 北京園區<br>Beijing Park       |
| 辦公空間適配<br>Office Space Adaptation         | 個性化定制工位<br>Customized Workstation              | 優先安排靠近出入口/電梯的工位；提供可調節高度辦公桌、人體工學椅；預留輪椅旋轉動線。<br>Prioritize arranging workstations near entrances/exits/elevators; provide adjustable-height desks and ergonomic chairs; reserve wheelchair turning paths.          | 北京園區<br>Beijing Park       |
|   | 環境視覺適配<br>Environmental Visual Adaptation      | 採用充足且柔和的照明（避免直射），關鍵節點設置防撞護角。<br>Use sufficient and soft lighting (avoid direct light), and install anti-collision corner guards at key nodes.  |                            |

| 維度<br>Dimension                 | 建設模塊<br>Construction Module             | 核心措施與配置<br>Core Measures and Configurations  | 覆蓋園區<br>Coverage Area      |
|---------------------------------|---|--|----------------------------|
| 生活配套設施<br>Living Facilities     | 無障礙衛生間<br>Barrier-Free Bathroom         | 配備扶手、緊急呼叫按鈕、無障礙洗手檯等專業設施。<br>Equipped with professional facilities such as handrails, emergency call buttons, and barrier-free wash basins.   | 北京、深圳<br>Beijing, Shenzhen |
| 生命安全保障<br>Life Safety Assurance | 應急急救設備<br>Emergency First Aid Equipment | 在雲大廈大堂、56層及A座大堂等核心區域配置3台AED（自動體外除顫器）。<br>Three AEDs (Automated External Defibrillators) are installed in core areas such as the lobby of Yun Building, the 56th floor, and the lobby of Block A. | 深圳園區<br>Shenzhen Park      |



北京園區 殘疾人車位 1  
Beijing Park, Disabled Parking Space 1

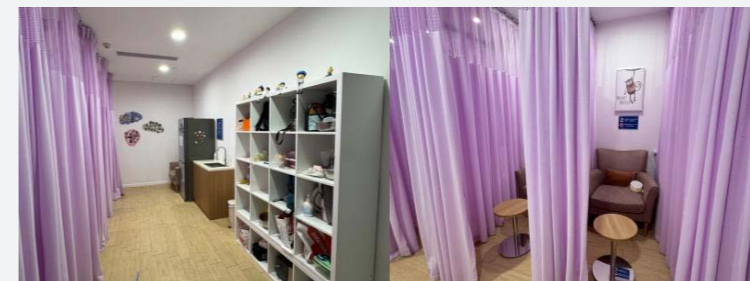


北京園區 殘疾人車位 2  
Beijing Park, Disabled Parking Space 2

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

Care for Female Employees: The Group strictly adheres to relevant laws and regulations such as the *Special Rules on the Labor Protection of Female Employees*, and Hong Kong's *Sex Discrimination Ordinance*, ensuring that female employees enjoy rights and interests such as marriage leave, family planning leave, maternity leave, and parental leave in accordance with the law. We actively optimize the working environment for female employees, establish mother-and-baby rooms, provide exclusive leave for female employees, and organize special activities on Women's Day, taking practical actions to safeguard and enhance the rights, interests, and well-being of female employees.

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



母嬰室  
Nursing Room



無障礙衛生間  
Accessible Restroom

#### 多元化管理培訓 Diversity Management Training

為消除無意識偏見，提升管理層的包容性領導力，我們引入了「哈佛管理導師課程」，重點面向幹部群體開展「打造多元化團隊」專項培訓，賦能管理者構建能夠吸納不同背景人才的高績效團隊。  
To eliminate unconscious bias and enhance the inclusive leadership of management, we have introduced the "Harvard Management Mentor Program" and focused on conducting a special training on "Building Diverse Teams" for the cadre group, empowering managers to build high-performing teams that can attract talents from different backgrounds.



• 績效指標 Performance Indicators  
截至報告期末 As of the end of the reporting period

- 公司**未收到**關於職場歧視或性騷擾方面的舉報或投訴案件。  
The Company **has not received** any reports or complaints regarding workplace discrimination or sexual harassment.

## 3.2 員工權益保障 Employee Rights Protection

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

Kingdee International adheres to the people-oriented principle, strictly abides by relevant laws and regulations such as the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Minors*, the *Provisions on the Prohibition of Using Child Labor*, the *Special Rules on the Labor Protection of Female Employees*, and the Hong Kong's *Employment Ordinance*, and formulates policies and systems such as the *Kingdee Group Labor Employment and Ethical Conduct Guidelines* and the *Kingdee Leave and Attendance Management Regulations* to standardize labor employment management and effectively safeguard the legitimate rights and interests of employees.

### 3.2.1 人權風險管理 Human Rights Risk Management

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

Kingdee International attaches great importance to human rights protection, firmly believing that everyone should be treated equally, with dignity and respect, and strives to implement this concept in all business activities. We refer to international standards or principles such as the *UN Guiding Principles on Business and Human Rights*, the *Universal Declaration of Human Rights*, the *OECD Guidelines for Multinational Enterprises on Responsible Business Conduct*, and the Ten Principles of the United Nations Global Compact (UNGC), and have formulated and published the *Human Rights Commitment Statement* to further clarify the Group's commitments and actions in the field of human rights protection.

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

The Group has established a systematic human rights due diligence mechanism to identify and assess potential human rights risks, prevent, mitigate, and remedy possible human rights violations, and ensure that business operations comply with international human rights standards and regulations. We focus on potential risks in areas such as working conditions, compensation, health, and safety through regular reviews of internal policies and business practices, employee surveys and interviews, and workplace inspections. In terms of supply chain management, we have established a comprehensive human rights risk assessment system, regularly conduct due diligence on suppliers and partners, and annually carry out human rights impact assessments of major suppliers.

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

To effectively safeguard the rights and interests of employees, the Group has established democratic management organizations such as trade unions and employee committees, supporting employees' free participation and collective bargaining. At the same time, it strictly adheres to the principle of equal pay for equal work, providing employees with equal development opportunities and a good working environment. In addition, the Group has implemented a series of preventive measures, including human trafficking, strictly prohibiting, forced labor, child labor, and opposing all forms of discrimination, continuously promoting human rights protection work.

| 類別<br>Category                                    | 我們的承諾與舉措<br>Our Commitments and Initiatives   |
|---|---|
| 嚴禁人口販賣<br>Strict Prohibition of Human Trafficking | <ul style="list-style-type: none"> <li>• 嚴格禁止任何形式的人口販賣行為；<br/>All forms of human trafficking are strictly prohibited;</li> <li>• 定期審查自身及供應鏈的運營流程，確保不存在人口販賣現象。<br/>We conduct regular reviews of our internal operations and supply chain processes to ensure that no human trafficking occurs.</li> </ul>                                 |
| 禁止強迫勞動<br>Prohibition of Forced Labor             | <ul style="list-style-type: none"> <li>• 不僱傭、不支持任何形式的強迫勞動；<br/>Does not hire or support any form of forced labor;</li> <li>• 將採取嚴格措施確保所有員工自願工作，杜絕債務束縛、契約勞動或其他形式的強迫勞動。<br/>We implement strict measures to ensure all employees work voluntarily, eliminating debt bondage, contract labor, or any other forms of forced labor.</li> </ul> |

| 類別<br>Category                     | 我們的承諾與舉措<br>Our Commitments and Initiatives   |
|------------------------------------|---|
| 杜絕童工<br>Elimination of Child Labor | <ul style="list-style-type: none"> <li>堅決反對僱傭童工；<br/>We strongly oppose the employment of child labor;</li> <li>在招聘過程中，依照各地法律法規，與第三方合作對所有候選人開展背景調查，確保合規錄用。<br/>During recruitment, we collaborate with third parties to conduct background checks on all candidates, ensuring compliance with applicable local laws and regulations.</li> </ul>   |
| 工資與福利<br>Wages and Benefits        | <ul style="list-style-type: none"> <li>遵守經營所在地所有適用的薪酬相關法律法規，堅持同工同酬原則，為員工提供不低於當地最低工資標準的報酬和法定福利；<br/>We comply with all applicable wage laws and regulations in operating regions, upholding the principle of equal pay for equal work and ensuring wages are not lower than the local minimum wage standard and statutory benefits;</li> <li>制定並落實《薪酬管理辦法》等一系列薪酬制度，定期監控包括性別薪酬差距的薪資情況，確保為員工提供公平合理的薪資與福利待遇。<br/>We have established and implemented the <i>Compensation Management Policy</i> and related systems to conduct regular monitoring of salary conditions such as gender pay gaps, and ensure fair and reasonable compensation and benefits for all employees.</li> </ul> |
| 假期<br>Leave                        | <ul style="list-style-type: none"> <li>提供符合國家政策的帶薪年休假，符合國家要求的女性產假，以及符合經營所在地當地法規規定的婚假、喪假、陪產假等。<br/>We provide paid annual leave in accordance with national policies, maternity leave as required by law, and other legally mandated leaves such as marriage, bereavement, and paternity leave, in compliance with local laws.</li> </ul>  |
| 人道待遇<br>Humane Treatment           | <ul style="list-style-type: none"> <li>禁止任何形式的暴力、打壓與脅迫行為，或者不人道的或侮辱性的處罰；<br/>We prohibit all forms of violence, oppression, and coercion, as well as inhumane or degrading treatment;</li> <li>開展相關培訓宣導，並提供員工申訴與舉報渠道。<br/>We conduct awareness training and provide employees with channels to file grievances and report misconduct.</li> </ul>   |

| 類別<br>Category  | 我們的承諾與舉措<br>Our Commitments and Initiatives  |
|---|--|
| 結社自由與集體談判<br>Freedom of Association and Collective Bargaining | <ul style="list-style-type: none"> <li>尊重員工的結社自由權與集體談判權，保障員工不受報復或威脅；<br/>Respect employees' rights to freedom of association and collective bargaining, and ensure that employees are protected from retaliation or threats;</li> <li>設立工會與金蝶員工委員會兩個組織，支持全體員工自由組建並參與工會或其他合法組織，暢通溝通渠道，以促進員工間的合作與溝通。<br/>Establish two organizations, namely the Trade Union and the Kingdee Employee Committee, to support all employees in freely forming and participating in the trade union or other legal organizations, and to smooth communication channels to promote cooperation and communication among employees.</li> </ul> |
| 反歧視與反騷擾<br>Anti-Discrimination and Anti-Harassment            | <ul style="list-style-type: none"> <li>反對任何形式的歧視與騷擾行為，承諾在招聘、培訓、晉升等環節提供均等機會，並提供公平的福利待遇；<br/>Oppose any form of discrimination and harassment, commit to providing equal opportunities in recruitment, training, promotion and other aspects, and offer fair welfare benefits;</li> <li>開展相關培訓宣導，並提供員工申訴與舉報渠道。<br/>Conduct relevant training and publicity and provide channels for employees to lodge complaints and report.</li> </ul>   |

### 3.2.2 員工申訴與舉報 Employee Grievance and Whistleblowing

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

To ensure that the legitimate rights and interests of employees are effectively protected, we have established formal and effective employee grievance and whistleblowing channel and process. If employees suffer damage to their rights and interests, they may file grievance and whistleblowing through the whistleblowing email, phone, face-to-face interview, or other channel deemed convenient by the whistleblower in accordance with relevant systems such as the grievance channel. The Audit Department will handle the matter in accordance with the grievance and whistleblowing handling procedures and strictly keep confidential the information and materials of the whistleblower throughout the entire handling process of the incident to ensure the safety of the whistleblower and their privacy.

### 3.2.2.1 申訴機制與閉環管理 Complaint Mechanism and Closed-loop Management

我們建立了覆蓋金蝶集團全員工的員工申訴管理機制，通過規範化的閉環管理，確保每一項訴求都能得到公正對待。

We have established an employee grievance management mechanism that covers all employees of Kingdee Group, ensuring that every appeal is treated fairly through standardized closed-loop management.

#### 多元化的申訴渠道（事前：透明與便捷）

#### Diverse Complaint Channels (Pre-event: Transparency and Convenience)

我們為員工提供覆蓋合規、績效、處分及晉升等全場景的反饋路徑，確保申訴渠道的易得性與多樣性：

We provide employees with feedback channels covering all scenarios such as compliance, performance, disciplinary actions, and promotions, ensuring the accessibility and diversity of complaint channels:

- 違紀與合規申訴：設立專門的舉報郵箱與電話，由公司審計部直接受理違紀違規行為舉報。  
Disciplinary and Compliance Complaints: A dedicated reporting email and phone number have been established, with the Company's Audit Department directly handling reports of disciplinary and regulatory violations.
- 績效與處分申訴：員工對績效結果或處分決定有異議，可向人力資源部或員工委員會提起申訴。  
Performance and Disciplinary Appeal: If an employee has objections to the performance results or disciplinary decisions, they may file an appeal with the Human Resources Department or the Employee Committee.
- 晉升與發展申訴：依託《任職資格管理辦法》，員工可通過 HR 系統服務端實時查詢職位標準，並針對任職資格評審過程中的爭議發起標準化申訴。  
Promotion and Development Appeals: Relying on the *Qualification Management Measures*, employees can query job standards in real time through the HR system server and initiate standardized appeals regarding disputes in the qualification assessment process.

#### 規範化的響應與調查（事中：高效與專業）

#### Standardized Response and Investigation (During: Efficiency and Professionalism)

公司建立了一套嚴謹的調查程序，以制度保障調查過程的客觀獨立：

The Company has established a rigorous investigation procedure to ensure the objectivity and independence of the investigation process through institutional safeguards:

- 快速響應承諾：審計部在收到實名舉報後，承諾在 24 小時內 聯繫受理。  
Quick Response Commitment: The Audit Department commits to contacting and accepting the case within 24 hours after receiving a real-name report.
- 專項調查機制：針對舉報內容，公司立即成立專項小組進行調查取證。對於績效申訴，由人力資源部進行專項複核，確保評價依據的真實性。  
Special Investigation Mechanism: In response to the reported content, the Company immediately establishes a special task force to conduct investigations and collect evidence. For performance appeals, the Human Resources Department conducts a special review to ensure the authenticity of the evaluation basis.
- 透明化標準：所有的申訴處理均遵循既定的《任職資格管理辦法》與申訴處理流程，確保調查尺度統一、過程透明。  
Transparency Standard: All complaint handling follows the established *Qualification Management Measures* and complaint handling procedures to ensure a unified investigation standard and a transparent process.

#### 公正性的處理結果（事後：問責與改進）

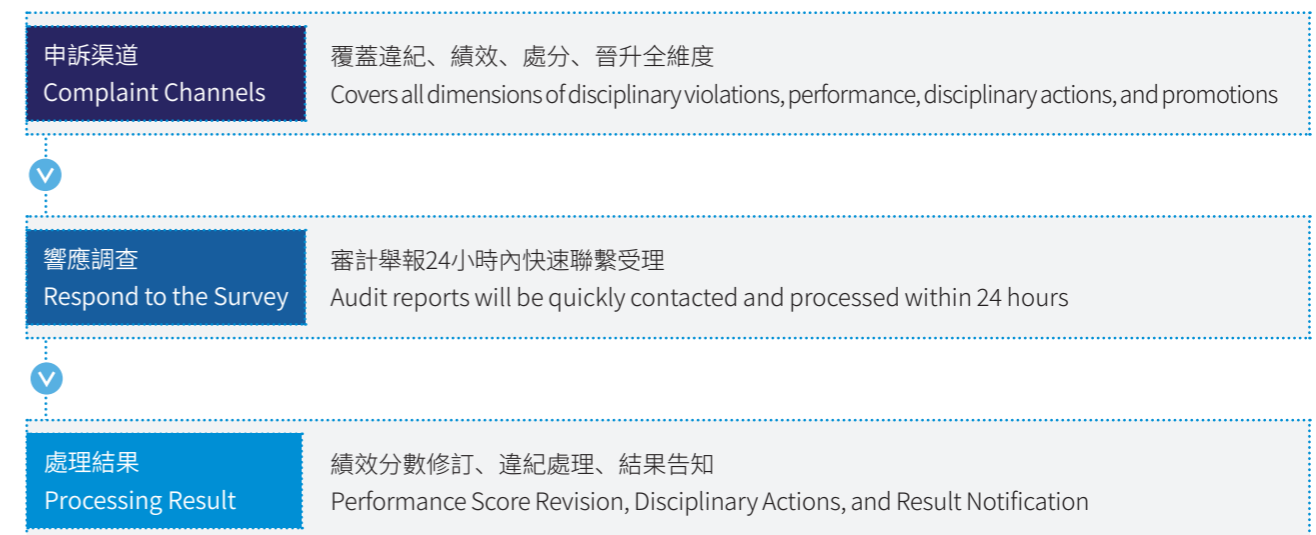
#### Fair Handling Results (Post-event: Accountability and Improvement)

我們堅持以事實為依據，對所有申訴實施閉環處理，並根據調查結果及時修正：

We adhere to facts as the basis, implement closed-loop handling for all complaints, and make timely corrections based on the investigation results:

- 糾偏與定性：2025 年度，審計部共收到 10 起員工投訴，經調查核實，其中 8 起屬實並已按規處理，2 起判定為不屬實，有效維護了辦公紀律。  
Correction and Qualification: In 2025, the Audit Department received a total of 10 employee complaints. After investigation and verification, 8 of them were found to be true and have been handled in accordance with regulations, while 2 were determined to be untrue, effectively maintaining office discipline.
- 動態調整機制：在績效申訴方面，2025 年共有 5 名員工發起申訴，其中 3 人的績效分數在複核屬實後予以修訂，保障了考核結果的公平性。  
Dynamic Adjustment Mechanism: In terms of performance appeals, a total of 5 employees filed appeals in 2025, among whom the performance scores of 3 were revised after re-verification, ensuring the fairness of the assessment results.
- 結果反饋：所有的申訴處理結果均會正式知會申訴人，確保員工的知情權與參與感。  
Result Feedback: All complaint handling results will be officially notified to the complainant to ensure employees' right to know and sense of participation.

### 3.2.2.2 2025 年申訴管理執行概覽 2025 Complaint Management Execution Overview



• 2025 年度關鍵數據 2025 Annual Key Data

- 集團員工 100% 覆蓋  
100% coverage of group employees
- 收到 10 起投訴，100% 完成調查  
Received 10 complaints, 100% of which have been investigated
- 3 人通過申訴修訂績效分數  
3 people revised their performance scores through appeal

• 關鍵績效 Key Performance

報告期內 During the reporting period

- 員工申訴與舉報事件數量：15 件  
Number of employee complaints and whistleblowing incidents: 15 cases
- 員工申訴與舉報事件解決率：100%  
Employee complaint and whistleblowing incident resolution rate: 100%

申訴與舉報處理程序 Complaint and Reporting Handling Procedures

申訴受理 Complaint Acceptance

審計部審核申訴材料，判斷是否受理。  
The Audit Department reviews the complaint materials and determines whether to accept the complaint.

展開調查 Conduct an Investigation

針對確認受理的申訴，成立專項項目組進行事件調查。  
For confirmed and accepted complaints, establish a special project team to conduct an investigation into the incident.

採取措施 Measures Taken

根據調查結果與事件嚴重程度，依據《金蝶紀律處分條例》執行相應處罰。如情節嚴重，需要司法介入，我們將提供相應支持。  
Based on the investigation results and the severity of the incident, corresponding penalties will be enforced in accordance with the *Kingdee Disciplinary Regulations*. If the circumstances are serious and require judicial intervention, we will provide corresponding support.

申訴反饋 Complaint Feedback

及時向申訴員工反饋調查結果，並依規公佈案件調查與處理結果。  
Timely provide feedback on the investigation results to the complaining employee and publicly announce the investigation and handling results of the case in accordance with regulations.

持續改進 Continuous Improvement

修訂相關政策和流程，加強培訓與宣貫，防止類似事件再次發生。  
Revise relevant policies and processes, strengthen training and communication, and prevent similar incidents from recurring.

## 3.3 員工培養與發展 Employee Training and Development

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

Kingdee International adheres to the philosophy of "Long-term Adherence to Pure and Visionary Mind" and is committed to cultivating outstanding talents with "high performance, high growth, and high-mindset talent". Based on the Group's strategic orientation and business development needs, we continuously optimize the talent management system, build a multi-level, comprehensive and efficient training system and dual-channel career development path, establish and improve an attractive talent retention mechanism, and provide employees with a platform for self-fulfillment and career development.

### 3.3.1 員工培養 Employee Training

報告期內，我們基於公司「AI 優先」的戰略轉型需求，持續完善覆蓋全員的職業發展與培訓體系。報告期內，我們制定並持續優化了《金蝶培訓管理辦法》《金蝶專業類課程開發管理辦法》及《金蝶內部講師管理辦法》等制度，從制度層面規範了培訓需求分析、課程開發、講師選拔及效果評估的全流程管理，通過「領導力、專業力、通用力」三大核心維度，助力員工適應數字化時代的技能需求，支持公司戰略落地。

During the reporting period, based on the Company's strategic transformation needs of "AI first", we continuously improved the career development and training system covering all employees. During the reporting period, we formulated and continuously optimized systems such as the *Kingdee Training Management Measures*, the *Kingdee Management Measures for Professional Programs Development* and the *Kingdee Management Measures for Internal Lecturers*, standardizing the full-process management of training needs analysis, curriculum development, instructor selection, and effectiveness evaluation at the institutional level. Through the three core dimensions of "leadership, professional competence, and general competence", we helped employees adapt to the skill requirements of the digital age and supported the implementation of the Company's strategy.

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



### 關鍵績效 Key Performance

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

- 2025年度，人均培訓投入金額：**740**元  
2025 annual per capita training investment amount: **740** RMB
- 2025年度，人均培訓小時數：**17.4**小時  
2025 annual, average training hours per person: **17.4** hours
- 員工培訓覆蓋率：**100%**，面授培訓滿意度**9.53**分  
Employee training coverage rate: **100%**, satisfaction with in-person training **9.53** points

### 3.3.1.1 新員工培養計劃 New Employee Development Program

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

To help new employees quickly understand the corporate culture, comprehend Kingdee's core values, and master work processes, we have customized an "online + offline" new employee training plan and curriculum for them, including general introductions, department responsibilities and processes, job skill training, safety education, and career development planning, etc., to assist new employees in quickly integrating into the workplace. During the reporting period, 100% of newly hired employees received on-the-job training and coaching.

### 新員工培訓項目 New Employee Training Program

#### 校招新員工 Campus Recruitment of New Employees

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

#### 社招新員工 Social Recruitment of New Employees

新員工成長訓練營，幫助社招新員工了解金蝶、了解產品、了解客戶，快速融入組織，未來更好地適崗勝崗。  
The New Employee Growth Training Camp helps newly recruited employees understand Kingdee, its products, and customers, quickly integrate into the organization, and better adapt to and excel in their positions in the future.

案例 Case

2025 屆純金人才成長訓練營項目  
2025 Pure Kingdee Talent Growth Training Camp Project

根據金蝶任職標準模型對人才發展的要求，遵循「70%在崗實踐、20%輔導反饋、10%課堂培訓」（7-2-1）原則實施「純金人才成長訓練營」項目。每位校招新員工均配備專屬導師進行一對一輔導，幫助其快速適應崗位要求，實現從「校園人」到「金蝶人」的平穩過渡。在集團統一的通用培訓方面，設置了豐富多樣的培訓內容和學習形式，涵蓋公司文化融入（文化導覽）、外部素質拓展、引入外部專業課程《成為企業人》、內部客戶案例分享、外部客戶參訪、公司標杆領軍人才經驗交流、高管面對面溝通以及優秀純金人才心得分享等。同時，安排了學習復盤與分享活動，以幫助員工更充分地融入公司。除集團統一的文化融入培訓外，還依據員工的專業崗位特性，組織崗位專業技能培訓，如研發啟航班、交付純金培訓等。

In accordance with the talent development requirements of Kingdee's employment standard model, the "Pure Kingdee Talent Growth Training Camp" project is implemented following the principle of "70% on-the-job practice, 20% coaching feedback, 10% classroom training" (7 - 2 - 1). Each newly recruited campus employee is assigned a dedicated mentor for one-on-one coaching to help them quickly adapt to job requirements and achieve a smooth transition from "campus student" to "Kingdee employee". In terms of the unified general training of the Group, a rich variety of training content and learning formats have been set up, covering corporate culture integration (cultural orientation), external quality development, introduction of external professional courses such as "Becoming a Corporate Professional", internal customer case sharing, external customer visits, experience exchange among leading talents within the Company, face-to-face communication with senior executives, and sharing of insights from outstanding talents, etc. At the same time, learning review and sharing activities have been arranged to help employees integrate into the Company more fully. In addition to the group-level unified cultural integration training, professional skills training tailored to employees' specific job characteristics is also organized, such as the R&D Starter Program and the Delivery Golden Training.



2025 年純金人才成長訓練營  
2025 Pure Kingdee Talent Growth Training Camp

報告期內，按計劃推進了2025屆純金人才成長訓練營項目。本次培訓時長為8天，參與人數達188人，培訓綜合滿意度為9.58分（滿分10分）。

During the reporting period, the 2025 Pure Kingdee Talent Growth Training Camp project was advanced as planned. This training lasted 8 days, with 188 participants, and the comprehensive satisfaction score of the training was 9.58 points (out of 10).



2025 年純金人才成長訓練營方案  
2025 Pure Kingdee Talent Growth Training Camp Plan

3.3.1.2 專業人才培養 Professional Talent Development

報告期內，我們依據《金蝶專業類課程開發管理辦法》，深化了培訓內容與崗位任職資格的掛鉤機制。通過內部培訓管理團隊與業務專家的協同，我們成功將 61 門新增精品專業必修課與關鍵職級體系綁定，確保課程內容嚴謹且貼合實戰。截至報告期末，集團在「金蝶雲課堂」累計新增 752 門課程，其中包括本年度新增的 694 門專業類課程，有效實現了員工能力成長與業務需求的精準匹配。

During the reporting period, we deepened the mechanism linking training content with job qualification requirements in accordance with the *Kingdee Management Measures for Professional Programs Development*. Through the collaboration between the internal training management team and business experts, we successfully linked 61 newly added high-quality professional compulsory courses with the key job grade system as job-specific development training programs, ensuring that the course content is rigorous and practical. As of the end of the reporting period, the Group had cumulatively added 752 courses on the "Kingdee Cloud Classroom", including 694 newly added professional courses this year, effectively achieving precise alignment between employee capacity growth and business needs.

分層分類的實戰化培養  
Stratified and Classified Practical Training

針對不同業務條線的關鍵崗位，我們實施了差異化的混合式培養項目，通過「線上直播+面授輪訓+實戰演練」的模式提升業務單元戰鬥力：

For key roles in different business lines, we have implemented differentiated blended training programs, enhancing the combat effectiveness of business units through the model of "online live streaming+in-person rotation training+practical exercises":

- 交付與技術顧問：構建「種子顧問培養體系」，在8大細分領域遴選794名顧問，開展61場線上直播；同時面向交付顧問（含開發）打通內外部培訓資源，全年開展線上線下培訓162場，線下覆蓋3,466人次，線上覆蓋3,305人次。  
Delivery and Technical Consultants: Established the "Seed Consultant Training System", selected 794 consultants in 8 sub-fields, and conducted 61 online live broadcasts; at the same time, opened up internal and external training resources for delivery consultants (including developers), carried out 162 online and offline training sessions throughout the year, with offline training covering 3,466 person-times and online training covering 3,305 person-times.
- 客戶成功與經營：建立全生命週期的「獵豹之旅」賦能體系（涵蓋啟航、轉型、經營等階段），累計賦能335人次；針對銷售及售前經理人開展13期實戰實訓，累計覆蓋1,250人次。  
Customer Success and Operations: Established a full lifecycle "Cheetah Journey" empowerment system (covering stages such as takeoff, transformation, and operations), with a cumulative total of 335 person-times empowered; conducted 13 sessions of practical training for sales and pre-sales managers, with a cumulative coverage of 1,250 person-times.
- 產品與運維：面向初中高級人員組織部署運維及專項服務產品認證，覆蓋785人次。  
Product and Operation & Maintenance: Organized and deployed operation & maintenance and special service product certifications for junior, intermediate, and senior personnel, covering 785 person-times.

## 案例 Case

### 全面深入的數字化轉型與 AI 賦能項目

#### Comprehensive and In-depth Digital Transformation and AI Empowerment Project

為應對數字經濟時代的挑戰，金蝶將「數字化轉型」視為人才發展的核心戰略。我們構建了從全員技能重塑到領導力思維升級的立體化賦能體系，旨在培養一支能夠駕馭AI技術、具備極客精神的數字化團隊。報告期內，為全面貫徹「AI優先」戰略，我們實施了多層次的技能轉型計劃，確保員工具備在AI時代的核心競爭力：

To address the challenges of the digital economy era, Kingdee has regarded "digital transformation" as the core strategy for talent development. We have built a three-dimensional empowerment system that ranges from reshaping the skills of all employees to upgrading leadership thinking, aiming to cultivate a team of digital talents who can master AI technology and possess a geek spirit. During the reporting period, to fully implement the "AI first" strategy, we implemented a multi-level skills transformation plan to ensure that employees have the core competitiveness in the AI era:

- **前沿技術普及：**面向全體員工舉辦系列AI主題講座與經驗分享活動，普及人工智能基礎理論，打破技術認知壁壘。  
Popularization of Cutting-edge Technologies: Organize a series of AI-themed lectures and experience-sharing activities for all employees to popularize the basic theories of artificial intelligence and break down the barriers of technological understanding.
- **深度場景賦能：**依託在線學習平台，系統開發了14個AI專欄課程。這些課程不僅涵蓋理論知識，更深度聚焦AI在金蝶業務中的具體應用場景，幫助員工將技術轉化為業務價值。  
Deep Scenario Empowerment: Relying on the online learning platform, the system has developed 14 AI special column courses. These courses not only cover theoretical knowledge but also deeply focus on the specific application scenarios of AI in Kingdee's business, helping employees transform technology into business value.
- **專業資質認證：**推出了4個高品質AI產品認證系列課程，通過「專業培訓+嚴格考核」機制，切實提升員工在AI領域的實踐能力，為集團戰略落地提供堅實的技術人才保障。  
Professional Qualification Certification: Launched 4 high-quality AI product certification series courses, which, through the mechanism of "professional training + strict assessment", effectively enhance employees' practical capabilities in the AI field and provide solid technical talent support for the implementation of the Group's strategy.
- **強化數字化決策能力：**集團從戰略層面引入哈佛管理課程資源，賦能幹部掌握41項核心管理技能。特別是針對數字化轉型背景，重點加速幹部「數字化決策」能力的提升，確保管理層具備在全球化和AI時代的戰略視野與變革推動力。  
Strengthen Digital Decision-Making Capabilities: The Group has introduced Harvard Management Course resources at the strategic level to empower cadres to master 41 core management skills. In particular, against the backdrop of digital transformation, it focuses on accelerating the improvement of cadres' "digital decision-making" capabilities to ensure that the management has the strategic vision and driving force for change in the era of globalization and AI.

## 「極客論道」——員工資源與知識共享社區

### "Geek Talk" - Employee Resource and Knowledge Sharing Community

在一個快速迭代的雲服務行業，自下而上的知識流動至關重要。我們打破傳統的科層制培訓邊界，建立了基於共同興趣與專業發展的員工資源小組（Employee Resource Group for Tech-Innovation）——「極客論道」。

In a rapidly evolving cloud services industry, bottom-up knowledge flow is crucial. We have broken the boundaries of traditional hierarchical training and established an Employee Resource Group for Tech-Innovation based on shared interests and professional development — "Geek Forum".

「人人皆極客」，我們鼓勵員工開放分享、教學相長，持續運營以學習、分享崗位專業知識為核心的「極客論道」論壇。定期通過「雲之家」公眾號推送活動通知，採用線上線下結合的方式，累計舉辦了702場活動，鼓勵全體員工自由報名參加。報告期內，舉辦極客論道活動：27場，4,098人參與。

"Everyone is a geek". We encourage employees to openly share, learn from each other, and continuously operate the "Geek Forum", which centers on learning and sharing professional knowledge in their positions. Regularly, we push activity notifications through the "Yunzhijia" official account, adopt a combination of online and offline methods, and have cumulatively held 702 events, encouraging all employees to freely sign up and participate. During the reporting period, 27 Geek Forum events were held, with 4,098 participants.



### 3.3.1.3 領導力培養 Leadership Development

本集團建立完善的領導力培養體系，覆蓋從潛在管理人才到高級管理人員的幹部培養工作，持續選拔高績效、高成長、高心性的潛人才進入幹部梯隊，有效推動新任幹部實現角色轉變與管理能力勝任。我們定期對員工領導力開展年度評價，為集團關鍵崗位領導力評估和領導力培育項目開發提供支持。依據領導力培養體系，我們面向不同層次的員工分別推出個人領導力、團隊領導力和業務領導力的相關課程，通過組織認知升維加強企業競爭力。

The Group has established a comprehensive leadership development system that covers the cultivation of cadres from potential management talents to senior management personnel. It continuously selects high-potential talents with high performance, high growth, and high moral character to enter the cadre echelon, effectively promoting new cadres to achieve role transformation and competence in management capabilities. We regularly conduct annual evaluations of employee leadership to support the leadership assessment of key positions in the Group and the development of leadership cultivation programs. Based on the leadership development system, we have launched relevant courses on personal leadership, team leadership, and business leadership for employees at different levels, strengthening the competitiveness of the enterprise through organizational cognitive upgrading.

### 戰略預備隊（高層後備） Strategic Reserve (Senior Reserve)

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>核心項目名稱 Core Project Name</li> </ul> <p>立志班項目<br/>Aspiring Program</p> | <ul style="list-style-type: none"> <li>目標對象 Target Audience</li> </ul> <p>關鍵崗位人才<br/>Key Position Talent</p> |
|--|--|

• 培養重點與核心內容 Key Cultivation Points and Core Content

「三高」選拔與國際化視野：基於「高績效、高成長、高心性」標準選拔；標杆學習、輪崗激發、實戰演練  
"Three Highs" Selection and International Perspective: Selected Based on the Criteria of "High Performance, High Growth, and High Moral Character"; Benchmarking, Job Rotation Motivation, and Practical Drills

2025重點：海外管理人才培養，打造全球化先鋒梯隊  
2025 Key Focus: Cultivate Overseas Management Talent and Build a Global Pioneer Team

• 戰略對標與資源支持 Strategic Benchmarking and Resource Support

戰略對標：全球化戰略、AI優先戰略  
Strategic Benchmarking: Globalization Strategy, AI-Priority Strategy

數據亮點：第8期滿意度9.58分  
Data Highlights: Satisfaction Score of 9.58 in the 8th Period

### 未來領袖（潛力儲備） Future Leaders (Potential Reserve)

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>核心項目名稱 Core Project Name</li> </ul> <p>校招管培生計劃<br/>Campus Recruitment Management Trainee Program</p> | <ul style="list-style-type: none"> <li>目標對象 Target Audience</li> </ul> <p>具備經營管理潛力的優秀應屆畢業生<br/>Outstanding Fresh Graduates with Potential for Business Management</p> |
|---|---|

• 培養重點與核心內容 Key Cultivation Points and Core Content

文化融入與潛力挖掘：「純金人才」培養方案；了解金蝶業務與文化；儲備為未來的產品/機構負責人  
Cultural Integration and Potential Exploration: "Pure Gold Talent" Cultivation Program; Understand Kingdee's Business and Culture; Reserve for Future Product/ Institutional Leaders

• 戰略對標與資源支持 Strategic Benchmarking and Resource Support

培養機制：7-2-1學習法則；導師制輔導  
Cultivation Mechanism: 7-2-1 Learning Rule; Mentorship Tutoring

數據亮點：培訓覆蓋率100%  
Data Highlights: Training Coverage 100%

### 管理中堅（新任幹部） Management Backbone (Newly Appointed Cadre)

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>核心項目名稱 Core Project Name</li> </ul> <p>新經理成長訓練營<br/>New Manager Growth Training Camp</p> | <ul style="list-style-type: none"> <li>目標對象 Target Audience</li> </ul> <p>新晉升的管理人員<br/>Newly Promoted Managers</p> |
|---|--|

• 培養重點與核心內容 Key Cultivation Points and Core Content

角色轉身與基礎管理：  
Character Turning and Basic Management:  
角色認知：從個人貢獻者到管理者  
Role Awareness: From Individual Contributor to Manager  
績效管理：目標設定與反饋  
Performance Management: Goal Setting and Feedback  
團隊建設：凝聚力與人才輔導  
Team Building: Cohesion and Talent Mentoring

• 戰略對標與資源支持 Strategic Benchmarking and Resource Support

賦能資源：內部講師團隊；實戰案例庫  
Empowering Resources: Internal Instructor Team; Real-world Case Database

數據亮點：全年覆蓋 200 人次  
Data Highlights: Covered 200 Person-times throughout the Year

### 全員基石（通用賦能） All Member Cornerstone (Universal Empowerment)

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>核心項目名稱 Core Project Name</li> </ul> <p>哈佛管理課程體系 &amp; 質量專項培訓<br/>Harvard Management Curriculum System &amp; Quality Special Training</p> | <ul style="list-style-type: none"> <li>目標對象 Target Audience</li> </ul> <p>全體管理人員及後備人才<br/>All Management Personnel and Reserve Talents</p> |
|---|--|

• 培養重點與核心內容 Key Cultivation Points and Core Content

底層思維與核心技能：  
Underlying Thinking and Core Skills:  
哈佛課程：圍繞「領導業務—領導他人—自我領導」三大維度，掌握41項核心技能  
Harvard Course: Master 41 Core Skills Around the Three Major Dimensions of "Leading Business - Leading Others - Self - Leadership"  
質量思維：克勞士比「一次做對」，從「事後補救」轉向「事前預防」  
Quality Thinking: Crosby's "Do It Right the First Time", Shifting from "Post-event Remedy" to "Pre-event Prevention"

• 戰略對標與資源支持 Strategic Benchmarking and Resource Support

平台支持：金蝶雲課堂；哈佛管理課程資源庫  
Platform Support: Kingdee Cloud Classroom; Harvard Management Course Resource Library

數據亮點：培訓覆蓋率 100%  
Data Highlights: Training Coverage 100%

案例 Case

2025 年立志班項目——全球視野下的跨文化領導力與多元化管理  
2025 Aspiration Program Project-Cross-Cultural Leadership and Diversity Management in a Global Perspective

為支撐集團全球化戰略佈局，加速海外業務拓展，金蝶深知「跨文化融合」與「全球化思維」是海外業務成功的關鍵。報告期內，我們針對海外管理人才及國際業務關鍵儲備幹部，定制開展了第8期立志班（國際化專項）。

To support the Group's global strategic layout and accelerate the expansion of overseas business, Kingdee recognizes that "cross-cultural integration" and "global thinking" are the keys to the success of overseas business. During the reporting period, we customized and launched the 8th Aspiration Program (Internationalization Special Program) for overseas management professionals and key reserve cadres in international operations.

- 跨文化管理與文化教育：項目特別設置了「跨文化領導力」核心模塊，旨在提升管理者在多元文化環境下的認知與適應能力。通過引入外部專家與內部高管的經驗分享，幫助學員理解不同國家和地區的商業習俗與文化差異，學習如何尊重並融合多元觀點，從而有效打破文化壁壘，建立包容性的海外團隊文化。

Cross-Cultural Management and Cultural Education (Cultural Education & Inclusion): The program has specifically established a core module on "Cross-Cultural Leadership," aiming to enhance managers' cognitive and adaptive abilities in a multicultural environment. By introducing experience sharing from external experts and internal executives, it helps participants understand the business customs and cultural differences of different countries and regions, learn how to respect and integrate diverse perspectives, thereby effectively breaking down cultural barriers and building an inclusive overseas team culture.

- 全球視野與實戰賦能：培訓歷時4天，採用「高管對話+案例研討+實戰辯論」的混合式教學。內容涵蓋國際化戰略解讀、前沿業務能力構建以及全球合規經營等維度。我們致力於培養一批既懂金蝶業務、又具備全球視野的複合型領軍人才，為集團「全球雲服務商」的目標提供堅實的人才保障。

Global Vision and Practical Empowerment: The training, lasting 4 days, adopts a blended teaching approach of "executive dialogue + case study + practical debate". The content covers dimensions such as international strategy interpretation, cutting-edge business capability building, and global compliance operations. We are committed to cultivating a group of composite leading talents who understand Kingdee's business and possess a global vision, providing solid talent support for the Group's goal of becoming a "global cloud service provider".

- 項目成效：本期項目共選拔並賦能40名核心海外管理人才/後備幹部。評估數據顯示，學員在「跨文化理解」與「全球化經營思維」方面取得顯著進步，培訓綜合滿意度高達9.58分（滿分10分）。

Project Achievements: This project has selected and empowered 40 core overseas management talents/reserve cadres. Evaluation data shows that trainees have made significant progress in "cross-cultural understanding" and "global business thinking", with the comprehensive satisfaction of the training reaching 9.58 points (out of 10).



立志班 2025 年第 8 期培訓合影  
Group Photo of the 8th Training Session of the Aspiration Program in 2025

3.3.1.4 與外部機構聯合培養 Joint Training with External Organizations

在持續完善內部培訓體系的同時，我們積極通過「引進來」戰略，與行業頂尖外部機構及專家建立深度合作，構建多元化的人才培養生態。報告期內，集團共引入 13 項高品質外部課程資源，通過與內部現有課程體系的有機融合，有效賦能管理幹部的領導力重塑與專業人才的技能進階，全面支持公司戰略落地。

While continuously improving the internal training system, we actively implement the "bring in" strategy, establish in-depth joint training programs with top external educational institutions and experts in the industry, and build a diversified talent cultivation ecosystem. During the reporting period, the Group introduced a total of 13 high-quality external course resources. Through organic integration with the existing internal course system, it effectively empowers the leadership reshaping of management cadres and the skill advancement of professional talents, comprehensively supporting the implementation of the Company's strategy.

案例 Case

攜手克勞士比（Crosby）打造「零缺陷」質量文化，賦能管理層領導力  
Collaborating with Crosby to Build a "Zero Defects" Quality Culture and Empower Leadership in Management

為強化金蝶「以客戶為中心」的核心價值觀，推動質量管理從「事後補救」向「事前預防」的戰略轉型，報告期內，金蝶聯合全球著名的質量管理機構——克勞士比中國學院（Crosby China Institute），開展了覆蓋高層與中層管理者的專項賦能培訓。

To strengthen Kingdee's core value of "Customer-Centric" and drive the strategic transformation of quality management from "post-event remediation" to "pre-event prevention", during the reporting period, Kingdee joined hands with the globally renowned quality management institution - Crosby China Institute to launch a special empowerment training program covering senior and middle-level managers.

- 高層戰略對齊：針對CEO辦公會成員及各事業部負責人，開展「品質即價值」研討會。通過引入外部專家視角，重塑管理層對質量與經營價值關聯性的認知，並最終輸出《金蝶管理者質量承諾》，從頂層設計上確立了全員質量責任制。

Senior-level Strategic Alignment: For members of the CEO's Office and heads of various business units, a seminar on "Quality is Value" was conducted. By introducing external expert perspectives, the management's understanding of the relationship between quality and business value was reshaped, and ultimately, the *Kingdee Managers' Quality Commitment* was produced, establishing the full-staff quality responsibility system from the top-level design.

- 中層執行賦能：針對中層管理者開展「一次做對」實戰訓練，引入PONC（不符合要求的代價）等國際通用管理工具，幫助管理者掌握「零缺陷」管理方法論，明確質量管控角色。

Empowering Middle-Level Execution: Conducting "Do It Right the First Time" practical training for middle-level managers, introducing internationally recognized management tools such as PONC (Price of Non-Conformance), helping managers master the "Zero Defects" management methodology, and clarifying their roles in quality control.

- 成效量化：本次聯合培養項目累計時長3天，覆蓋核心管理人員148人。通過引入外部專業評估體系，該項目獲得學員高度認可，綜合滿意度評分達9.1分（滿分10分），成功為金蝶構建「零缺陷」質量文化奠定了堅實的理論與工具基礎。

Quantification of Results: The cumulative duration of this joint training program is 3 days, covering 148 core management personnel. By introducing an external professional evaluation system, the program has been highly recognized by trainees, with an overall satisfaction score of 9.1 points (out of 10), successfully laying a solid theoretical and instrumental foundation for Kingdee to build a "zero-defect" quality culture.

### 3.3.1.5 職業資質認證與支持 Professional Qualification Certification and Support

金蝶鼓勵員工持續學習，考取內外部專業資質，面向所有員工提供工作職責相關的培訓課程與資質認證費用補貼等資源，助力員工增強自身專業實力。

Kingdee encourages employees to continuously learn and obtain internal and external professional qualifications, providing resources such as training courses related to job responsibilities and subsidies for qualification certification fees to all permanent employees to help them enhance their professional capabilities.

#### 內部認證 Internal Certification

2025年累計有4,974名金蝶員工獲得內部產品與崗位資格證書。

By 2025, a cumulative total of 4,974 Kingdee employees have obtained internal product and position qualification certificates.

#### 外部認證支持 External Certification Support

公司為員工提供PMP、CMA等專業資格認證的費用補貼。報告期內，支持55位員工完成PMP認證/續費，4位員工完成CMA續費。

The Company provides cost subsidies for employees to obtain professional certifications such as PMP and CMA. During the reporting period, 55 employees were supported to complete PMP certification/renewal, and 4 employees completed CMA renewal.

## 3.3.2 人才發展 Talent Development

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

Kingdee International is committed to creating diverse career development paths to meet the growth needs of different employees and ensure that employees' contributions are commensurate with their job levels. During the reporting period, the *Kingdee Job Standards Model* was further upgraded. We strengthened the evaluation system centered on responsibility and contribution, raised the performance threshold for promotion to senior and higher job levels, and tilted the application opportunities towards those with continuous excellent performance, thereby motivating employees to pursue continuous high performance and achieve their promotion goals.

### 3.3.2.1 人才儲備體系 Talent Reserve System

公司每年度定期面向所有員工（包含在編和外包員工）開展人才盤點與規劃工作。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 2,300+ 人進入到年度職級晉升計劃中，4,200+ 人進入到後備人才池，構建幹部後備梯隊，為集團的長遠發展儲備了充足的人才資源。每年從中選拔進行繼續培養，為集團輸送管理人才，建立人才梯隊。

The Company conducts talent inventory and planning work annually for all employees (including in-house and outsourced employees). Based on the results of the talent inventory, employees are tagged with product lines, business areas, industries, and client scales, providing data support for performance accounting based on product lines. Through talent inventory, over 2,300 people have been planned to enter the annual job grade promotion program, and over 4,200 people have entered the reserve talent pool, building a reserve echelon for cadres and reserving sufficient human resources for the long-term development of the Group. Every year, people are selected from this pool for further training, providing management talent for the Group and establishing a talent echelon.



### 3.3.2.2 職業發展路徑 Career Development Pathways

金蝶國際構建了「管理通道」與「專業通道」並存的雙軌晉升通道。員工在本職位內，可通過積累成果和貢獻，積極參加職級認證，從而獲得更高職級，實現縱向晉升，邁向職業發展的新高度。對於有管理髮展意願且具備管理潛力的員工，集團設有後備人才池。員工可進入該人才池，通過參加幹部競聘，成功實現從專業通道向管理通道的轉換，開啟管理生涯。同時，若干部因故免任，將自動回歸專業通道，繼續在專業領域深耕發展。

金蝶通過發佈《任職資格管理辦法》建立了完善的職業發展申訴機制，明確規定申訴觸發條件與標準化處理流程，通過公正的審核與反饋機制，確保員工的申訴訴求得到公平、透明的處置。

Kingdee International has established a dual-track promotion system that combines a "management track" and a "professional track." Employees can accumulate achievements and contributions within their current positions, actively participate in job level certifications, and thereby obtain higher job levels, achieving vertical promotion and reaching new heights in their career development. For employees who have the intention to pursue management development and possess management potential, the Group has established a reserve talent pool. Employees can enter this talent pool and, by participating in cadre recruitment competitions, successfully transition from the professional track to the management track, thus initiating their management careers. Meanwhile, if a cadre is removed from their position for any reason, they will automatically return to the professional track and continue to deepen their development in the professional field.

Kingdee has established a comprehensive career development appeal mechanism by issuing the *Qualification Management Measures*, clearly defining the appeal trigger conditions and standardized processing procedures, and ensuring that employees' appeal requests are handled fairly and transparently through a fair review and feedback mechanism.

### 3.3.2.3 內部人才流程機制 Internal Talent Process Mechanism

金蝶國際高度重視員工的個性化發展與職業生涯規劃，秉持開放包容的人才理念，致力於構建靈活、高效的內部人才市場。我們制定並實施了《金蝶輪崗管理辦法》，確立了規範化的內部流動機制，為績優員工搭建了廣闊的內部職業發展平台。該機制旨在打破部門壁壘，拓寬員工的職業發展半徑，通過跨部門、跨職能的歷練，培養具備多領域知識與技能的複合型人才，充分激發人才的創新活力與潛能，同時降低外部招聘依賴，提升組織效能。

Kingdee International highly values the personalized development and career planning of its employees, upholding an open and inclusive talent philosophy, and is committed to building a flexible and efficient internal talent market. We have formulated and implemented the *Kingdee Job Rotation Management Measures*, established a standardized internal mobility mechanism, and built a broad internal career development platform for high-performing employees. This mechanism aims to break down departmental barriers, expand the radius of employees' career development, cultivate interdisciplinary talents with multi-field knowledge and skills through cross-departmental and cross-functional training, fully stimulate the innovative vitality and potential of talents, and at the same time reduce reliance on external recruitment and improve organizational effectiveness.

#### 數字化平台支持：「活水計劃」

#### Digital Platform Support: "Living Water Program"

為實現人才資源的優化配置，本集團打造了「活水平台」——這是一站式的內部人才供求信息化平台。該平台實現了：To achieve the optimal allocation of human resources, the Group has developed the "Living Water Platform" - a one-stop internal talent supply and demand information platform. This platform has achieved:

- 供需精準匹配：致力於激活現有人才存量，幫助員工在集團內部精準匹配契合其自身發展需求與職業規劃的崗位。  
Precise Matching of Supply and Demand: Committed to activating the existing talent pool and helping employees precisely match positions within the Group that align with their development needs and career plans.
- 價值最大化：深度挖掘和盤活對集團產品、文化有深刻理解及豐富經驗的內部人才資源，幫助員工在最適合的崗位上發揮更大價值。  
Value Maximization: Deeply explore and activate internal talent resources with profound understanding and rich experience in the Group's products and culture, helping employees to unleash greater value in the most suitable positions.



活水平台內部競聘通知  
Post Competing for the Living Water Platform

#### 輪崗導向與實踐

#### Job Rotation Orientation and Practice

本集團積極倡導通過輪崗全面提升員工綜合能力，鼓勵員工深入體驗不同業務場景。我們確立了明確的輪崗導向政策：Our Group actively advocates for comprehensively enhancing employees' overall capabilities through job rotation and encourages employees to gain in-depth experience in different business scenarios. We have established clear job rotation orientation policies:

- 向一線流動：重點鼓勵研發崗位及中後台職能崗位員工向一線業務崗位輪崗，貼近市場與客戶。  
Flow Towards Frontline: Focus on encouraging employees in R&D positions and mid- and back-office functional positions to rotate to frontline business positions, getting closer to the market and customers.
- 向艱苦地區流動：鼓勵員工前往艱苦地區輪崗，磨鍊意志與能力。  
Mobility to Difficult Areas: Encourage employees to take rotational assignments in difficult areas to temper their will and abilities.
- 跨職能流動：支持開展跨序列、跨職位的橫向流動。  
Cross-functional Mobility: Support the implementation of cross-sequence and cross-position lateral mobility.

通過上述舉措，員工能夠積累豐富的跨領域實戰經驗，為個人職業生涯注入強大動力，同時也促進了集團內部知識的轉移與融合。報告期內，內部員工所填補的空缺職位的百分比為 30.58%，內部招聘縮短了新員工適應期（Time-to-productivity）、降低了錯聘風險、提升了員工敬業度等。

Through the above measures, employees can accumulate rich cross-field practical experience, inject strong impetus into their personal careers, and at the same time promote the transfer and integration of knowledge within the Group. During the reporting period, the percentage of vacant positions filled by internal employees was 30.58%. Internal recruitment shortens the time-to-productivity of new employees, reduces the risk of mis-hiring, and enhances employee engagement, etc.

• 關鍵績效 Key Performance

報告期內 During the reporting period

- 內部員工所填補的空缺職位的百分比：**30.58%**  
Percentage of vacant positions filled by internal employees during the reporting period: **30.58%**

離退休員工過渡協助計劃

Retirement Transition Assistance Program for Retired and Separated Employees

金蝶珍視每一位員工的貢獻，並致力於為員工職業生涯的最後一公里提供有溫度、有保障的過渡支持。針對即將退休的員工，公司制定了涵蓋行政服務、情感關懷及持續職業發展的全方位支持計劃：

Kingdee values the contributions of every employee and is committed to providing warm and secure transitional support for the last mile of employees' careers. For employees approaching retirement, the Company has developed a comprehensive support plan covering administrative services, emotional care, and continuous career development:

- 前置化的政策與行政支持：公司將退休服務前置化，提前2年左右即開始為擬退休員工提供法定退休政策宣導及手續辦理指導。人力資源部門主動協助員工梳理個人檔案、對接社保局進行審核、處理異地養老歸集等複雜事宜，確保員工在法定退休年齡當月順利辦結手續，無憂開啟退休生活。

Pre-retirement Policy and Administrative Support (Pre-retirement Planning): The Company has advanced its retirement services, starting approximately two years in advance to provide pre-retirement employees with guidance on statutory retirement policies and assistance in handling retirement procedures. The Human Resources department proactively assists employees in organizing personal files, coordinating with the Social Security Bureau for review, and handling complex matters such as off-site pension consolidation, ensuring that employees can smoothly complete retirement procedures in the month of reaching the statutory retirement age and start their retirement life without worries.

- 情感關懷與榮譽致敬：公司關注員工退休轉型的心理調適與情感需求。我們為退休員工舉辦專屬的退休歡送會，回顧其在金蝶的奮鬥歷程，並贈送定制的退休紀念品，以表達公司對「金蝶人」的感激與敬意，幫助員工帶著榮譽感和歸屬感平穩過渡到退休生活。

Emotional Care and Honorary Tribute (Transition to Non-working Life Support): The Company pays attention to the psychological adjustment and emotional needs of employees during their retirement transition. We hold exclusive retirement farewell parties for retiring employees, reviewing their struggle journey at Kingdee, and present customized retirement souvenirs to express the Company's gratitude and respect for "Kingdee people", helping employees smoothly transition into retirement life with a sense of honor and belonging.

- 資深專家返聘與知識傳承：針對擁有豐富經驗和深厚技術積累的資深技術專家，公司開通了返聘通道。在尊重員工意願的前提下，我們為有意願繼續工作的退休專家提供顧問或技術指導崗位。這不僅滿足了資深人才發揮餘熱、延續職業價值的需求，也確保了公司關鍵核心技術的傳承與迭代，實現了人才與企業的雙贏。  
Rehiring of Senior Experts and Knowledge Transfer (Continued Employability): For senior technical experts with rich experience and profound technical accumulation, the Company has opened a rehiring channel. On the premise of respecting employees' wishes, we provide consulting or technical guidance positions for retired experts who are willing to continue working. This not only meets the needs of senior talents to give full play to their remaining heat and continue their professional value but also ensures the inheritance and iteration of the Company's key core technologies, achieving a win-win situation for both talents and the enterprise.

### 3.3.3 員工激勵與留存 Employee Incentives and Retention

金蝶國際秉持「目標只是座標，一切為了勝利」的理念，建立了覆蓋長、中、短期的全面激勵體系，通過具有競爭力的薪酬福利、股權激勵及榮譽表彰，與員工共享公司成長收益。

Kingdee International adheres to the philosophy of "goals are merely coordinates, and everything is for victory", and has established a comprehensive incentive system covering long, medium, and short terms. Through competitive compensation and benefits, equity incentives, and honorary recognition, it shares the Company's growth benefits with employees.

#### 3.3.3.1 薪酬及福利體系 Compensation and Benefits System

##### 薪酬管理體系

薪酬理念與市場競爭力：金蝶國際秉持「以人為本」的價值觀，致力於提供具有外部競爭力和內部公平性的薪酬體系。報告期內，我們堅持「以崗定級、以級定薪、易崗易薪」的「金蝶哲學」和付薪理念，建立了基於崗位價值與業績貢獻的薪酬匹配模型，以確保持續吸引和保留核心軟件技術與管理人才，促進人力資源在選、育、用、留全流程的健康流動。為了確保薪酬水平在軟件行業內保持領先優勢，我們定期聘請第三方專業機構開展外部市場薪酬調研。我們針對不同區域、細分行業及同類技術崗位進行精準對標，並將調研結果作為年度薪酬調整的重要科學依據。

##### Compensation Management System

Compensation Philosophy and Market Competitiveness: Kingdee International adheres to the value of "people-oriented" and is committed to providing a compensation system with external competitiveness and internal fairness. During the reporting period, we adhered to the "Kingdee Philosophy" and compensation philosophy of "determining grades based on positions, determining salaries based on grades, and adjusting salaries with position changes", and established a compensation matching model based on job value and performance contributions to ensure continuous attraction and retention of core software technology and management talents, and to promote the healthy flow of human resources throughout the entire process of selection, cultivation, utilization, and retention. To ensure that our compensation levels maintain a leading edge within the software industry, we regularly engage third-party professional institutions to conduct external market compensation surveys. We conduct precise benchmarking for different regions, sub-industries, and similar technical positions, and use the survey results as an important scientific basis for annual compensation adjustments.

薪酬管理體系與合規性：我們高度重視薪酬管理的規範化與數字化建設。報告期內，公司已建立信息化的全面員工薪酬檔案，並實現了業務與薪酬的一體化管理機制，大幅提升了管理效率。在制度建設方面，我們持續優化《薪酬管理辦法》及《薪酬操作手冊》，並新發佈了《金蝶薪酬核算發放管理辦法》。通過一系列制度升級，我們進一步規範了薪酬核算與發放的流程管理，確保薪酬支付的安全性、合規性、精準性與高效性，保障每一位員工的合法權益。

#### 福利保障體系

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

Compensation Management System and Compliance: We highly value the standardization and digitalization of compensation management. During the reporting period, the Company has established a comprehensive informatized employee compensation file and implemented an integrated management mechanism for business and compensation, significantly improving management efficiency. In terms of system construction, we have continuously optimized the *Compensation Management Measures* and the *Compensation Operation Manual* and newly issued the *Kingdee Compensation Accounting and Payment Management Measures*. Through a series of institutional upgrades, we have further standardized the process management of salary calculation and payment, ensuring the security, compliance, accuracy, and efficiency of salary payments, and safeguarding the legitimate rights and interests of every employee.

#### Welfare Security System

Kingdee International has established a welfare system covering all employees, providing comprehensive and diverse employee care and support. We legally pay the five social insurance programs and housing provident funds for all employees and urge dispatch companies and outsourcing companies to handle the payment for dispatched or outsourced employees. In addition to statutory benefits, we have formulated internal regulations such as the *Kingdee Employee Benefits Manual* and the *Guidelines for Using Birthday Vouchers for Headquarters Employees*, providing special benefits that exceed statutory standards to enhance employee well-being.

|                            |  |  |
|----------------------------|--|--|
| 法定福利<br>Statutory Benefits | 五險一金<br>Five Social Insurance 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<br>Pension Insurance, Medical Insurance, Work Injury Insurance, Unemployment Insurance, Maternity Insurance, Housing Provident Fund   |
|                            | 帶薪休假<br>Paid Leave                                 | 法定節假日、產假、陪产假、節育假、育兒假、婚假、喪假、帶薪病假、法定年假、調休假、婦女節半日假<br>Statutory holidays, Maternity Leave, Paternity Leave, Family Planning Leave, Parental Leave, Marriage Leave, Bereavement Leave, Paid Sick Leave, Statutory Annual Leave, Compensatory Leave, Half-Day Leave for Women's Day |

|                                      |                                       |   |
|--------------------------------------|---------------------------------------|---|
| 金蝶特色福利<br>Kingdee Exclusive Benefits | 親情團圓假<br>Family Reunion Leave         | 每年春節親情團圓假1-2天不等，2025年春節2天<br>The Spring Festival family reunion leave varies from 1 to 2 days each year, with 2 days for the Spring Festival in 2025.   |
|                                      | 保險與健康<br>Insurance and Health         | 商業保險、自購保險優惠、年度體檢、中醫理療、健康講座<br>Commercial Insurance, Self-Purchased Insurance Discounts, Annual Physical Examinations, Traditional Chinese Medicine Therapy, Health Lectures   |
|                                      | 節日與關鍵時刻<br>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、入職週年<br>Festival Gift Packages and Blessings: Spring Festival, Women's Day, Dragon Boat Festival, Mid-Autumn Festival, Birthday, Wedding, Housewarming, Childbirth, Work Anniversary |
|                                      | 出行與生活<br>Transportation and Lifestyle | 通勤班車、員工食堂、健身設施、私密母嬰室、員工愛心互助基金會<br>Commuter shuttle, staff canteen, fitness facilities, Private Nursing Rooms, Employee Mutual Aid Fund  |

### 3.3.3.2 績效管理 Performance Management

金蝶依據《金蝶績效管理辦法》建立了完善的績效管理體系，堅持「目標導向、層層分解」的原則，確保個人目標與組織戰略高度對齊。公司實行關鍵績效指標（KPI）與目標與關鍵結果（OKR）相結合的管理模式，覆蓋財務、客戶、運營及學習發展四個維度，以全面衡量員工貢獻與成長。同時，完善績效申訴流程，確保績效考核的公平、公正和客觀性，持續優化績效管理體系。

#### 績效目標管理

我們採用目標管理的方法，組織 KPI 從規模（收款和收入）和盈利（利潤和費用）維度設定，並根據責任中心層層分解至個人。

Kingdee has established a comprehensive performance management system based on the *Kingdee Performance Management Measures*, adhering to the principle of "goal orientation and hierarchical decomposition" to ensure that individual goals are highly aligned with the organizational strategy. The Company implements a management model that combines Key Performance Indicators (KPI) with Objectives and Key Results (OKR), covering four dimensions: finance, customers, operations, and learning and development, to comprehensively measure employee contributions and growth. At the same time, it improves the performance appeal process to ensure the fairness, impartiality, and objectivity of performance evaluations and continuously optimizes the performance management system.

#### Performance Target Management

We adopt the Management by Objectives (MBO) approach. Organizational KPIs are set from the dimensions of scale (receivables and revenue) and profitability (profit and expenses), and are decomposed layer by layer to individuals according to responsibility centers.

## 多維度的考核指標 Multi-dimensional Assessment Indicators

- 組織層面：**關注商業成功，創新研發組織特別引入客戶類指標，促進技術與市場的結合。  
Organizational Level: Focusing on business success, the innovation R&D organization has specifically introduced customer-related indicators to promote the integration of technology and the market.
- 個人層面：**涵蓋財務貢獻、客戶滿意度（如續簽率、NPS）、運營效率（如交付成本、測試自動化率）及個人成長（如專利數量、能力提升）。  
Individual Level: Covers financial contributions, customer satisfaction (such as renewal rate, NPS), operational efficiency (such as delivery cost, test automation rate), and personal growth (such as number of patents, capability improvement).
- 管理崗：**除KPI外，引入OKR管理工具，強調挑戰更高目標與非財務指標的達成。  
Management Position: In addition to KPI, introduce the OKR management tool, emphasizing the pursuit of higher goals and the achievement of non-financial indicators.

我們將可持續發展相關工作與績效考核聯動，將人員流失率、後備人才充足率、應對氣候變化、研發與創新、數據安全與隱私保護、產品質量與安全、職業健康與安全等方面的具體指標納入對應高層管理者和中層管理者 KPI 考核體系中，進一步推動 ESG 目標及工作的有效落實。

### 績效評估與反饋

金蝶倡導持續的績效溝通與反饋，建立了從目標設定到結果應用的閉環管理機制，並通過多維度的評估工具，促進管理者的自我認知與領導力提升。

We link sustainable development-related work with performance evaluation, incorporating specific indicators such as staff turnover rate, reserve talent sufficiency rate, climate change response, R&D and innovation, data security and privacy protection, product quality and safety, occupational health and safety into the KPI evaluation systems of corresponding senior and middle managers, further promoting the effective implementation of ESG goals and work.

### Performance Appraisals and Feedback

Kingdee advocates continuous performance appraisals and feedback regularly, establishes a closed-loop management mechanism from goal setting to result application, and promotes managers' self-awareness and leadership improvement through multi-dimensional assessment tools.

## 過程管理與持續反饋 Process Management and Ongoing Feedback (Ongoing Feedback)

- 實施敏捷績效管理，**組織KPI按月度進行監控與差距分析；個人KPI實行週、月、季度的常態化檢查。  
Implement agile performance appraisals, where organizational KPIs are monitored and gap analyzed on a monthly basis; individual KPIs are subject to regular weekly, monthly, and quarterly inspections.
- 直接上級需就績效得分與等級與員工進行一對一反饋，**肯定貢獻並指出差距，確保績效溝通的及時性與有效性。  
The direct supervisor shall provide one-on-one feedback to employees regarding performance scores and ratings, affirm contributions and identify gaps, to ensure the timeliness and effectiveness of performance communication.

## 多維績效評估 Multidimensional Performance Appraisal

針對管理幹部及後備人才，金蝶每年組織360度年度領導力評估。我們打破單一的上級評價模式，從上級、下級、相關人（同級/合作夥伴）、自評四個維度獲取全方位反饋。  
For management cadres and reserve talents, Kingdee organizes 360-degree annual leadership assessment every year. We break the single superior evaluation model and obtain comprehensive feedback from four dimensions: superior, subordinate, relevant parties (peer/partner), and self-evaluation.

### 2025 年績效與人才評估數據 2025 Performance and Talent Appraisal Data

- 累計完成1,634位在崗幹部的年度360度評估；  
Completed the annual 360-degree assessment of 1,634 in-service cadres;
- 完成2,494位後備人才的360度評估，強化人才梯隊建設；  
Completed 360-degree evaluations of 2,494 reserve talents to strengthen the talent pipeline construction;
- 完成150位幹部的考核期評估，確保人崗匹配。  
Complete the assessment period of 150 categories to ensure person-job fit.

### 關鍵績效 Key Performance

報告期內 During the reporting period

- 參與定期績效目標設定、評估與反饋的員工比例：**100%**  
The proportion of employees participating in regular performance target setting, evaluation, and feedback: **100%**

### 績效結果應用與申訴

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

### Application of Performance Results and Appeals

After the performance results are announced, if an employee has objections to the performance score or performance level, they may submit a written application to the Human Resources Department within the specified time and supplement it with evidentiary materials. After receiving the performance appeal, the Human Resources Department will organize an investigation to collect evidence and verify the authenticity of the appeal content. If the appeal content is found to be untrue, the original assessment results will be maintained; if the appeal content is true, the assessment will be re-conducted according to the assessment process, and the result adjustment will be approved by the President, and the appellant will be notified of the assessment results.

|  |
|--|
| <p>• 關鍵績效 Key Performance</p> <p>報告期內 During the reporting period</p> <p>• 績效申訴解決率: <b>100%</b><br/>the resolution rate of performance appeals was <b>100%</b></p> |
|--|

### 3.3.3.3 員工激勵 Employee Incentives

金蝶視人才為公司最核心的資本。為支撐公司「雲轉型」及 AI 戰略的深入，我們建立了極具行業競爭力的全面薪酬激勵體系。秉持「利益共享，風險共擔」的價值分配原則，我們將員工的個人成就與公司的長期發展緊密綁定，旨在激發員工勇於挑戰、大膽突破，通過創造超預期業績實現個人與組織的共贏。

#### 構建「利益共享、風險共擔」的全面激勵體系

差異化與精準化的短期激勵機制：考慮到軟件行業業務模式的複雜性，金蝶摒棄了「一刀切」的考核方式，針對不同業務條線與關鍵崗位設立了差異化的績效獎金激勵方案，確保考核指標與崗位價值創造直接掛鉤：

Kingdee regards talent as the most core capital of the Company. To support the in-depth implementation of the Company's "cloud transformation" and AI strategies, we have established a comprehensive compensation and incentive system with strong industry competitiveness. Adhering to the value distribution principle of "sharing benefits and risks", we closely link employees' personal achievements with the long-term development of the Company, aiming to inspire employees to be brave in taking on challenges and making bold breakthroughs, and to achieve a win-win situation for both individuals and the organization by creating performance that exceeds expectations.

#### Build a Comprehensive Incentive System of "Shared Interests and Risks"

Differentiated and Precise Short-Term Incentive Mechanism: Considering the complexity of the business model in the software industry, Kingdee has abandoned the "one-size-fits-all" assessment approach and established differentiated performance bonus incentive programs for different business lines and key positions to ensure that assessment indicators are directly linked to the value creation of each position:

|  |  |
|--|--|
| <p>中大企業業務線<br/>Medium and Large Enterprise Business Line</p> | <p>公司制定並每年更新《機構業務管理制度標準化指引》，針對中大企業條線客戶經營、客戶成功、解決方案、實施交付、應用開發等核心崗位設置了定制化的考核維度。特別是在SaaS模式下，我們加大了對「客戶成功」與「持續經營」指標的激勵權重，引導員工關注客戶的全生命週期價值。</p> <p>The Company has developed and updates annually the <i>Standardized Guidelines for Institutional Business Management System</i>, targeting the mid-large enterprise business line. Customized assessment dimensions have been set for core positions such as customer operations, customer success, solutions, implementation and delivery, and application development. Especially in the SaaS model, we have increased the incentive weight for the "customer success" and "sustainable operations" indicators to guide employees to focus on the full lifecycle value of customers.</p> |
|--|--|

|  |   |
|--|---|
| <p>小微企業業務線<br/>Small and Micro Enterprises Business Line</p> | <p>依據《小微企業事業部直營團隊薪酬制度》，我們重點關注互聯網營銷、在線交付等高頻業務場景，通過靈活的激勵機制提升市場響應速度與服務效率。</p> <p>According to the <i>Compensation System for the Direct Sales Team of the Small and Micro Enterprises Division</i>, we focus on high-frequency business scenarios such as Internet marketing and online delivery and enhance market response speed and service efficiency through a flexible incentive mechanism.</p>  |
| <p>超額利潤分享計劃<br/>Excess Profit Sharing Plan</p>               | <p>為鼓勵突破性增長，我們設立了覆蓋全業務鏈條的超額激勵機制。本年度，公司發佈了涵蓋經營中心、蒼穹平台、研發中心、小微事業部及職能部門在內的五大類《2025年度超額激勵辦法》，明確了超額業績的分享比例，讓奮鬥者直接分享增長紅利。</p> <p>To encourage breakthrough growth, we have established an excess incentive mechanism that covers the entire business chain. This year, the Company has issued the <i>2025 Annual Excess Incentive Measures in five major categories</i>, including the Business Operations Center, the Vault Platform, the R&amp;D Center, the Small and Micro Business Units, and the Functional Departments, which clearly define the sharing ratio of excess performance, enabling those who strive to directly share in the growth dividends.</p> |

聚焦戰略創新的專項激勵：面對人工智能的技術浪潮，金蝶設立了專項戰略激勵以加速技術攻堅。例如，公司專門制定了《研發 AI 產品突破》專項激勵方案，重獎在 AI 大模型應用、智能化產品研發中取得關鍵技術突破的團隊與個人。這不僅是對技術成果的獎勵，更是公司堅定邁向「AI 優先」戰略的明確信號。

綁定長遠發展的長期激勵機制：為了實現公司與核心人才的長期利益捆綁，金蝶建立了常態化的長期激勵機制。每年初，公司面向核心骨幹、關鍵職位持有人、高潛人才及集團優秀員工授予長期激勵權益（如購股權和獎勵股份計劃）。該機制覆蓋了對公司未來發展具有戰略影響力的關鍵群體，確保了管理團隊與核心技術人才的穩定性，促進了公司長期價值的實現。

Special Bonus Focusing on Strategic Innovation: In the face of the technological wave of artificial intelligence, Kingdee has established special strategic incentives to accelerate technological breakthroughs. For example, the Company has specifically formulated a special incentive plan for Research and Development of *AI Product Breakthrough*, offering substantial rewards to teams and individuals who have achieved key technological breakthroughs in the application of large AI models and the development of intelligent products. This is not only a reward for technological achievements but also a clear signal of the Company's firm commitment to the "AI-first" strategy.

Long-term Incentive Mechanism (LTI) for Long-term Development: To achieve the long-term interest alignment between the Company and core talents, Kingdee has established a normalized long-term incentive mechanism. At the beginning of each year, the Company offers long-term incentive rights (such as stock options and profit share plans) to core backbones, key position holders, high-potential talents, and outstanding employees of the Group. This mechanism covers key staff with strategic influence on the Company's future development, ensuring the stability of the management team and core technical talents, and promoting the realization of the Company's long-term value.

### 歸屬期與長期主義 Vesting Period and Long-termism

購股權和獎勵股份的歸屬期通常設定為4年。這一安排符合行業最佳實踐，有助於促進核心人才的長期留任。  
The vesting period for stock options and profit share is typically set at 4 years. This arrangement aligns with industry's best practices and helps promote the long-term retention of core talent.

### 績效掛鉤 Performance Linkage

考核指標包含公司財務業績指標和獲選參與者的個人績效指標，體現了激勵與「治理績效」的深度融合。  
The assessment indicators include the Company's financial performance indicators and the individual performance indicators of selected participants, reflecting the in-depth integration of incentives and "governance performance".

### 構建多元化的榮譽體系 Build a Diversified Honor System

| 獎勵導向<br>Reward Orientation | 獎項定位<br>Award Positioning  | 獎項名稱<br>Award Name                      | 獎勵對象<br>Recipient of the Award                 | 核心獎勵手段<br>Core Incentive Measures            |
|----------------------------|--|---|--|--|
| AI優先<br>AI Priority        | AI產品創新重大突破<br>Significant Breakthrough in AI Product Innovation                      | 優秀創新獎<br>Outstanding Innovation Award   | 4個團隊40位研發骨幹<br>4 Teams with 40 R&D Backbones   | 高額現金獎勵<br>High Cash Rewards                  |
|                            | 小、美、快的AI創新<br>Small, Beautiful, Fast AI Innovation                                   | 微創新獎<br>Micro-innovation Award          | 18個團隊89位研發骨幹<br>18 Teams with 89 R&D Backbones |  |
| 質量優先<br>Quality First      | 打造高質量產品的團隊<br>Team that Creates High-quality Products                                | 產品質量金獎<br>Product Quality Gold Award    | 1個團隊<br>1 Team                                 | 高額現金獎勵<br>High Cash Rewards                  |
|                            | 提供一流交付的項目團隊<br>Project Team Delivering First-class Results                           | 交付突破獎<br>Present the Breakthrough Award |  |  |
|                            | 公司四化建設優秀團隊<br>Excellent Team for the Four Modernizations Construction of the Company | 流程標杆獎<br>Process Benchmark Award        |  |  |
| 核心價值觀<br>Core Values       | 踐行金蝶哲學的優秀個人<br>Outstanding Individuals Who Practice Kingdee Philosophy               | 十大員工<br>Top Ten Employees               | 10位個人<br>10 Individuals                        | 8萬元/人金蝶股票<br>80,000 RMB/Person Kingdee Stock |
|                            |  | 十大經理人<br>Top 10 Managers                |  |  |

| 獎勵導向<br>Reward Orientation                                      | 獎項定位<br>Award Positioning   | 獎項名稱<br>Award Name              | 獎勵對象<br>Recipient of the Award         | 核心獎勵手段<br>Core Incentive Measures               |
|---|---|---------------------------------|--|---|
| 「三先兩化」戰略<br>"Three Priorities and Two Transformations" Strategy | 符合公司戰略導向的優秀團隊與個人<br>Excellent Teams and Individuals that Align with the Company's Strategic Direction | 責任單位獎<br>Responsible Unit Award | 3,000餘位員工<br>More than 3,000 Employees | 近300萬元獎金包<br>Nearly 3 Million RMB Bonus Package |

## 3.4 員工溝通與關懷 Employee Communication and Well-being

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

Kingdee International adheres to the philosophy of "One Kingdee, One Family", providing comprehensive and diverse benefits and care to employees, unblocking communication channels, listening to employees' opinions and demands, and caring about employees' careers, ideals, and pursuits. The Group organizes a wide variety of themed activities, creates a positive corporate culture, strengthens team cohesion, and enables employees to have ideals in mind and strength under their feet.

### 3.4.1 暢通溝通渠道 Enhancing Communication Channels

暢通的溝通機制與完善的權益保障是構建多元、包容工作環境的基石。我們嚴格遵守《中華人民共和國工會法》及相關法律法規，切實保障員工的結社自由與集體談判權利，並建立了多層次的申訴與舉報渠道，確保每一位金蝶人的聲音都能被聽見、被尊重、被回應。

A smooth communication mechanism and a sound rights protection system are the cornerstones of building a diverse and inclusive work environment. We strictly abide by the *Trade Union Law of the People's Republic of China* and relevant laws and regulations, effectively safeguard employees' freedom of association and collective bargaining rights, and have established multi-level channels for complaints and reports to ensure that every Kingdee employee's voice is heard, respected, and responded to.

#### 3.4.1.1 結社自由與民主管理 Freedom of Association & Democratic Management

金蝶依法建立工會組織，作為連接公司與員工的橋樑，切實維護員工的合法權益。

Kingdee has established a trade union organization in accordance with the law, serving as a bridge connecting the company and employees, and effectively safeguarding the legitimate rights and interests of employees.

### 民主選舉與多元代表 Democratic Elections and Diverse Representation

金蝶工會嚴格遵循《中華人民共和國工會法》的相關規定，採用最新的工會選舉辦法，確保選舉過程的民主性、公正性和透明度。工會成員構成具有廣泛的代表性，覆蓋了研發技術支持、研發數據工程、運營管理、解決方案顧問、實施顧問、法務及後勤等各個職能領域，確保不同崗位的員工訴求均能得到充分表達。

The Kingdee Trade Union strictly adheres to the relevant provisions of the *Trade Union Law of the People's Republic of China*, adopts the latest trade union election methods, and ensures the democracy, fairness, and transparency of the election process. The composition of trade union members is widely representative, covering various functional areas such as R&D technical support, R&D data engineering, operations management, solution consulting, implementation consulting, legal affairs, and logistics, ensuring that the demands of employees in different positions can be fully expressed.

### 實質性參與公司治理 Substantially Participate in Corporate Governance

工會不僅關注員工福利，更深度參與公司經營管理的監督。2025年，員工委員會共召開會議16次，實質性參與了集團6項重要招標項目，包括集團運維服務、商旅服務、文印設備及園區生活設施（如淨水機、除臭設備）的供應商評選，充分行使了員工對公司行政運營的知情權與監督權。

The trade union not only focuses on employee welfare but also deeply participates in the supervision of the Company's operation and management. In 2025, the Employee Committee held a total of 16 meetings, substantially participating in 6 important tender projects of the Group, including the selection of suppliers for the Group's operation and maintenance services, business travel services, printing equipment, and park living facilities (such as water purifiers and deodorization equipment), fully exercising employees' right to know and supervise the Company's administrative operations.

### 權益維護與反饋機制 Rights Protection and Feedback Mechanism

工會積極履行收集員工意見的核心職責。2025年4月，工會專項收集了員工關於工時管理、任職資格、職業晉升、績效考核及360評價體系等核心利益議題的意見，並反饋至企業文化部，推動相關政策的優化。

The trade union actively fulfills its core responsibility of collecting employees' opinions. In April 2025, the trade union specifically collected employees' opinions on core interest issues such as working hours management, job qualifications, career advancement, performance appraisal, and the 360-evaluation system, and fed them back to the Corporate Culture Department to promote the optimization of relevant policies.

### 員工關懷與福利 Employee Care and Welfare

工會致力於提升員工幸福感，全年組織了中醫理療、節日慶典（元宵、端午、中秋、冬至）、公益獻血及親子研學等10項文化福利活動，營造了溫情的組織氛圍。

The trade union is committed to enhancing employees' well-being, organizing 10 cultural welfare activities throughout the year, including traditional Chinese medicine physiotherapy, festival celebrations (Lantern Festival, Dragon Boat Festival, Mid-Autumn Festival, Winter Solstice), blood donation drives, and parent-child study tours, creating a warm organizational atmosphere.

### 暢通的「心聲」反饋社區

#### A Well-connected "Voice" Feedback Community

除了正式渠道，金蝶設有特色的「心聲社區」，作為員工匿名表達意見、參與公司管理的開放平台。2025年，員工在社區共發佈帖子7,251條，其中熱帖710條。針對員工關注的人力資源政策（績效與薪酬）、管理能力、業務流程、行政後勤及產品體驗等480條核心建議，相關業務部門視情況進行公開回應，並定期形成報告向管理層匯報。

In addition to formal channels, Kingdee has established a unique "Employee Voice Community" as an open platform for employees to anonymously express their opinions and participate in company management. In 2025, employees posted a total of 7,251 posts in the community, including 710 hot posts. Regarding 480 core suggestions from employees on human resources policies (performance and compensation), management capabilities, business processes, administrative support, and product experience, relevant business departments publicly respond as appropriate and regularly prepare reports to submit to the management.

### 高管面對面溝通

#### Executive Face-to-Face Communication

2025年，總部開展了6場「BeerBust」（高管與員工面對面）活動，超300名員工參與。高管團隊直接聽取基層關於職業發展、AI創新及管理改進的建議，打破層級壁壘，實現扁平化溝通。

In 2025, the headquarters organized 6 "BeerBust" (executive-employee face-to-face) events, with over 300 employees participating. The executive team directly listened to suggestions from frontline employees regarding career development, AI innovation, and management improvement, breaking down hierarchical barriers and achieving flat communication.

### 3.4.1.2 員工滿意度調查 Employee Satisfaction Survey

為了深入了解員工心聲，持續提升組織效能，公司於2025年11月19日至30日開展了年度組織氛圍與敬業度調研。

2025年度我們採用匿名線上問卷形式，覆蓋了金蝶集團全國各地及海外的全職正式員工，目標覆蓋員工總數為11,300人，實際有效參與人數為9,791人，問卷回覆率達到86.65%，覆蓋了公司超過87%的全球全職員工（FTEs），確保了調研結果的代表性和有效性。調研內容基於多維度模型設計，涵蓋戰略澄清、企業文化、激勵與發展、領導力、團隊合作、流程與資源、工作環境、創新性、關注客戶與敬業度等10個主要方面。同時，我們也在調研中關注了員工工作滿意度、工作意義感/目標感、工作快樂感及工作壓力水平等核心福祉指標。

To gain a deeper understanding of employees' voices and continuously improve organizational effectiveness, the Company conducted an annual organizational climate and engagement survey from November 19 to 30, 2025.

In 2025, we used anonymous online questionnaires, covering full-time regular employees across the country and overseas of Kingdee. The target number of covered employees was 11,300, the actual number of effective participants was 9,791, the questionnaire response rate reached 86.65%, covering over 87% of the Company's global full-time employees (FTEs), ensuring the representativeness and effectiveness of the research results. The research content is designed based on a multi-dimensional model, covering 10 main aspects such as strategic clarification, corporate culture, motivation and development, leadership, teamwork, processes and resources, work environment, innovation, customer focus, and engagement. At the same time, we also focused on core well-being indicators such as employee satisfaction, sense of work meaning/purpose, work happiness, and work stress levels in the research.

### 員工滿意度調查，優勢與改進領域

#### Employee Satisfaction Survey, Strengths and Areas for Improvement

- 主要優勢：「戰略澄清」「企業文化」與「關注客戶」是得分最高的三個領域，表明員工對公司戰略方向有清晰的認知，高度認同金蝶的企業文化，並堅持以客户為中心。

Key Advantages: "Strategic Clarity", "Corporate Culture", and "Customer-Centric" are the three areas with the highest scores, indicating that employees have a clear understanding of the Company's strategic direction, highly identify with Kingdee's corporate culture, and adhere to a customer-centric approach.

- 待改進領域：「辦公環境」「薪酬競爭力」與「跨部門協作」被識別為得分相對較低、最迫切需要改進的三個領域。

Areas for Improvement: "Office Environment", "Compensation Competitiveness", and "Cross-Departmental Collaboration" were identified as the three areas with relatively low scores and most urgently in need of improvement.

### 改進措施與行動計劃（閉環管理）

#### Improvement Measures and Action Plan (Closed-loop Management)

針對調研中識別出的痛點，金蝶管理層高度重視，並制定了具體的提升計劃：

In response to the pain points identified during the research, Kingdee's management attaches great importance and has developed specific improvement plans:

- 辦公環境升級：公司已於2025年正式啟動總部辦公環境全面提升計劃。我們將投入專項資源，預計用三年時間重點解決員工反饋集中的通風、照明、地毯老化等問題，打造更加健康、舒適的辦公空間。

Office Environment Upgrade: The Company officially launched a comprehensive improvement plan for the headquarters' office environment in 2025. We will allocate dedicated resources and expect to spend three years focusing on addressing issues such as ventilation, lighting, and carpet aging, which have been frequently reported by employees, to create a healthier and more comfortable office space.

- 薪酬激勵優化：針對薪酬競爭力問題，公司將進一步深化「高績效、高風險、高回報」的薪酬策略，優化績效管理體系，確保激勵資源向高貢獻者傾斜，提升整體激勵效果。

Optimization of Compensation Incentives: In response to the issue of compensation competitiveness, the Company will further deepen its compensation strategy of "high performance, high risk, high return", optimize the performance management system, ensure that incentive resources are tilted towards high contributors, and enhance the overall incentive effect.

- 流程與協作增效：針對跨部門協作的堵點，公司將持續推進流程化變革與數智化建設，利用數字化工具打通業務流程斷點，提升協同效率。

Process and Collaboration Synergy Enhancement: To address the bottlenecks in cross-departmental collaboration, the Company will continue to promote process transformation and digital and intelligent construction, using digital tools to connect the breakpoints in business processes and improve collaborative efficiency.

公司將持續跟蹤上述措施的執行情況，並通過下一年度的組織氛圍調研中員工對同一問題的評分變化，來量化評估改進措施的有效性，確保實現員工福祉的持續提升。

The Company will continue to monitor the implementation of the above measures and quantitatively evaluate the effectiveness of the improvement measures through the change in employees' ratings of the same issue in the next year's organizational climate survey, ensuring the continuous improvement of employee well-being.

### • 關鍵績效 Key Performance

- 2025年度，員工滿意度：87.99分。  
In 2025, employee satisfaction: 87.99 points.

## 3.4.2 平衡工作與生活 Work-Life Balance

金蝶致力於打造健康、和諧、充滿活力的工作環境，通過多元化的員工支持計劃、豐富的文體活動及暢通的反饋機制，幫助員工實現工作與生活的平衡，提升員工的歸屬感與幸福感。

Kingdee is committed to creating a healthy, harmonious, and dynamic work environment. Through diversified employee support programs, rich cultural and sports activities, and a smooth feedback mechanism, it helps employees achieve work-life balance and enhance their sense of belonging and well-being.

### 倡導健康生活，注入奮鬥活力

#### Advocate for a Healthy Lifestyle and Inject Vitality into the Struggle

金蝶高度重視員工的身心健康，倡導「快樂工作，健康生活」的理念。報告期內，我們成功舉辦了為期4個月的「健康K計劃」，吸引了12,398人次參與，累計達成153,020公里的運動里程，並發放奮鬥金激勵員工強健體魄。此外，我們引入中醫問診治療專項活動，為員工提供傳統的健康養護方案。

Kingdee highly values the physical and mental health of its employees and advocates the concept of "happy work, healthy life". During the reporting period, we successfully launched the 4-month "Health K Plan", which attracted 12,398 participants, accumulating a total of 153,020 kilometers of exercise mileage, and distributed struggle bonuses to motivate employees to strengthen their physical fitness. In addition, we introduced a special activity of traditional Chinese medicine consultation and physiotherapy to provide employees with traditional health care solutions.



健康 K 計劃  
Health K Plan



金蝶「AI 轉型，勇毅前行」籃球賽  
Kingdee "AI Transformation, Brave Forward"  
Basketball Game

### 弘揚「家」文化，深化情感連接

#### Promote the "Family" Culture and Deepen Emotional Connections

金蝶視員工為家人，通過常態化的節日關懷增強團隊凝聚力。我們在元宵、端午、中秋及冬至等傳統節日舉辦了一系列線上線下活動，累計覆蓋數千人次，讓員工在繁忙工作中感受節日溫情。特別是在「金蝶家庭日」活動中，230多位員工攜家屬走進金蝶，共享親子時光，強化了「小家」與「大家」的情感紐帶。此外，我們舉辦了「AI有引力，青春予你」雲派對，關注青年員工情感需求，現場促成18對嘉賓牽手成功。

Kingdee regards its employees as family members and strengthens team cohesion through regular holiday care. We organized a series of online and offline activities during traditional festivals such as the Lantern Festival, Dragon Boat Festival, Mid-Autumn Festival, and Winter Solstice, covering thousands of participants in total, allowing employees to feel the warmth of the holidays amidst their busy work. Especially during the "Kingdee Family Day" event more than 230 employees brought their families to Kingdee to share quality time with their children, strengthening the emotional bond between the "small family" and the "big family". In addition, we held the "AI Attraction, Youth for You" cloud party, focusing on the emotional needs of young employees, and 18 pairs of guests successfully paired up on-site.



金蝶家庭日  
Kingdee Family Day



「AI有引力，青春予你」雲派對  
"AI Attraction, Youth for You" Cloud Party



中秋節活動  
Mid-Autumn Festival Activity



元宵節活動  
Lantern Festival Activity

### 賦能多元成長，致敬專業精神

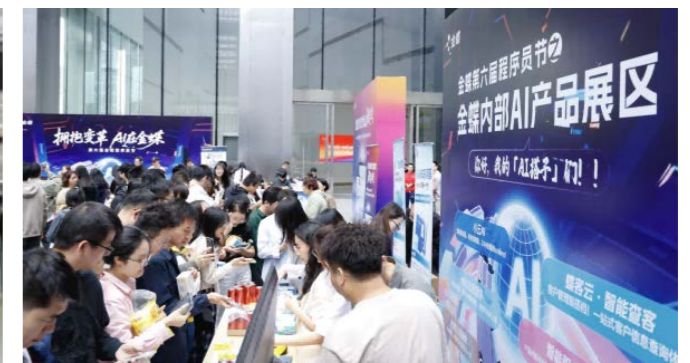
#### Empowering Diverse Growth, Saluting Professionalism

金蝶尊重每一位員工的價值，致力於構建多元包容的職場。在「三八」國際婦女節，我們通過女性成長論壇和鮮花派送活動，為深圳園區1,400餘名女性員工送上關愛，致敬「她力量」。針對軟件行業的特殊性，我們特別設立「程序員日」，1,500多名技術人才共同參與「擁抱變革 AI在金蝶」主題活動，以此致敬技術創新者的貢獻。

Kingdee respects the value of every employee and is committed to building a diverse and inclusive workplace. On International Women's Day, we showed care and respect for the "her power" by organizing a women's growth forum and flower delivery activities for over 1,400 female employees in the Shenzhen campus. In view of the particularity of the software industry, we specially established "Programmer's Day", with more than 1,500 technical talents participating in the themed event "Embracing Change: AI at Kingdee" to pay tribute to the contributions of technological innovators.



「三八」國際婦女節  
International Women's Day



程序員日  
Programmer's Day

### 踐行金蝶哲學，共慶榮耀時刻

#### Practice Kingdee Philosophy, Celebrate the Moment of Glory Together

我們將企業文化融入大型慶典之中，增強員工的使命感。在金蝶32週年慶典暨金蝶哲學6.0發佈儀式及2025年員工大會上，線上線下共計1.1萬名金蝶人齊聚一堂，聆聽金蝶故事，表彰優秀奮鬥者。同時，我們積極引導員工回饋社會，組織「積善行、思利他」公益獻血及非遺進社區活動，讓員工在奉獻中實現自我價值。

We integrate corporate culture into large-scale celebrations to strengthen employees' sense of mission. At the Kingdee 32nd Anniversary Celebration, the Kingdee Philosophy 6.0 Release Ceremony, and the 2025 Employee Congress, a total of 11,000 Kingdee employees gathered both online and offline to listen to Kingdee's stories and honor outstanding achievers. Meanwhile, we actively encourage employees to give back to society by organizing public welfare activities such as "Do Good Deeds, Think of Others" blood donation and intangible cultural heritage community outreach, enabling employees to realize their self-worth through dedication.



金蝶 32 週年慶典暨金蝶哲學 6.0 發佈儀式  
Kingdee 32nd Anniversary Celebration and Kingdee Philosophy 6.0 Release Ceremony

未來，金蝶將繼續堅持「以客戶為中心，以奮鬥者為本」，持續優化員工關懷體系，讓每一位金蝶人都能在這裡自在綻放，共創共享。

In the future, Kingdee will continue to adhere to the principle of "Customer-Centric and Striver-oriented", continuously optimize the employee care system, and enable every Kingdee employee to freely blossom here, jointly create and share.

• 關鍵績效 Key Performance

滿意度調研 Satisfaction Survey

- 員工對公司員工委員會組織的各類活動整體滿意度達到 **90%** 以上。  
Employees' overall satisfaction with various activities organized by the Company's Employee Committee has reached over **90%**.

### 3.5 職業健康與安全 Occupational Health and Safety (OHS)

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

Kingdee International attaches great importance to employee health and safety, continuously optimizing its occupational health and safety management system. Through measures such as improving regulations, strengthening risk control, and providing health services, it comprehensively safeguards employees' physical and mental well-being and creates a safe and comfortable working environment.

#### 3.5.1 職業健康安全管理 Occupational Health and Safety Management

政策承諾與管治架構：金蝶國際嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》等運營所在地法律法規。我們制定並發佈了集團層面的《職業健康與安全（OHS）政策》，該政策適用於金蝶國際全體員工、實習生及勞務派遣人員，並延伸覆蓋至所有顧問、供應商及合作夥伴，承諾在所有運營區域保障每一位利益相關方的健康與安全。

Policy Commitment and Governance Structure: Kingdee International strictly adheres to laws and regulations of the place of operation, such as the *Work Safety Law of the People's Republic of China* and the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*. We have formulated and issued the Group-level *Occupational Health and Safety (OHS) Policy*, which applies to all full-time employees, interns, and labor dispatch personnel of Kingdee International, and extends coverage to all consultants, suppliers, and partners, committing to ensuring the health and safety of every stakeholder in all operating regions.

深圳、北京園區已獲得 ISO 45001 職業健康安全管理體系認證。長沙、上海園區則嚴格參照 ISO 45001 國際標準執行日常管理。董事會下屬的戰略與可持續發展委員會作為最高決策機構，負責定期審查 EHS（環境、健康與安全）政策的執行情況，監督並確保工傷率為 0、全員體檢覆蓋率 100% 的目標的實現。

管理體系認證：本集團依據 GB/T 45001-2020/ISO 45001:2018 標準建立了覆蓋全員工的職業健康與安全管理體系，適用於應用軟件的設計開發、市場推廣、諮詢、技術培訓和銷售服務全流程。自 2021 年 11 月首次獲得認證以來，體系保持穩定有效運行，並於 2024 年 10 月順利完成再認證複審（證書有效期至 2027 年 11 月）。

員工參與及溝通：我們積極推動員工參與 OHS 管理全流程。通過建立開放的溝通平台，員工代表可直接參與職業健康安全政策、管理體系及應急計劃的制定與決策。例如，深圳園區每月線下收集員工關於後勤服務（含辦公環境、安全管理議題）的滿意度反饋，確保員工的聲音被聽見並轉化為改進措施。

#### 3.5.2 風險管控、應急與事故管理 Risk Management, Emergency Response, and Incident Management

風險評估與隱患排查：本集團採用「策劃—實施—檢查—改進（PDCA）」循環模式，定期開展職業健康與安全風險評估。我們每月進行一次內部督導自查，涵蓋安全防護用品管理、工具合規性及現場作業安全；每年按照 ISO 45001 進行一次管理評審。針對識別出的風險，我們制定了清晰的優先次序和行動計劃，持續改進 EHS 績效。

The Shenzhen and Beijing parks have obtained ISO 45001 Occupational Health and Safety Management System certification; the Changsha and Shanghai parks strictly follow the ISO 45001 international standard for daily management. The Strategy and Sustainable Development Committee, as the highest decision-making body under the Board of Directors, is responsible for regularly reviewing the implementation of EHS (Environment, Health, and Safety) policies, and overseeing and ensuring the achievement of the goals of a 0% work injury rate and 100% full staff physical examination coverage.

Management System Certification: The Group has established an occupational health and safety management system covering all employees in accordance with GB/T 45001-2020 / ISO 45001:2018 standards, which is applicable to the entire process of design and development, marketing, consulting, technical training, and sales services of application software. Since obtaining the certification for the first time in November 2021, the system has maintained stable and effective operation and successfully completed the recertification review in October 2024 (certificate validity until November 2027).

Employee Participation and Communication: We actively promote employee participation in the entire process of OHS management. By establishing an open communication platform, employee representatives can directly participate in the formulation and decision-making of occupational health and safety policies, management systems, and emergency plans. For example, the Shenzhen park collects monthly offline feedback from employees on their satisfaction with logistics services (including office environment and safety management issues), ensuring that employees' voices are heard and translated into improvement measures.

Risk Assessment and Hazard Identification: The Group adopts the "Plan-Do-Check-Act (PDCA)" cycle model to regularly conduct occupational health and safety risk assessments. We conduct internal supervision and self-inspections monthly, covering safety protective equipment management, tool compliance, and on-site work safety; and conduct a management review annually in accordance with ISO 45001. For identified risks, we have established clear priorities and action plans to continuously improve EHS performance.

應急管理與演練：為提高全員應對突發事故的能力，我們制定了《突發事件處理辦法》《火災響應與處置應急措施》等制度。2025 年度，集團共開展 32 次應急演練與培訓，涵蓋火災逃生、電梯故障、治安事件、防汛等多個場景，有效提升了組織的應急韌性。

Emergency Management and Safety Drills: To enhance the ability of all staff to respond to emergencies, we have formulated regulations such as the *Emergency Handling Procedures* and the *Fire Response and Disposal Emergency Measures*. In 2025, the Group conducted a total of 32 emergency drills and training sessions, covering multiple scenarios including fire evacuation, elevator malfunctions, public security incidents, flood prevention, etc., effectively enhancing the organization's emergency resilience.



2025 年消防演習  
2025 Fire Drill



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

針對安全事件，我們建立了閉環的事故調查與處理機制：

In response to security incidents, we have established a closed-loop incident investigation and handling mechanism:

#### 報告與響應 Reporting and Response

鼓勵員工即時上報任何安全隱患、未遂事故或工傷事件，確保信息第一時間觸達管理層。  
Encourage employees to report any safety hazards, near misses, or work-related injuries immediately to ensure that information reaches management in a timely manner.

#### 調查與分析 Investigation and Analysis

針對發生的健康安全事件，行政部聯合相關部門成立調查小組，深入分析事故根本原因（Root Cause Analysis）。  
In response to the health and safety incidents that have occurred, the Administrative Department, in collaboration with relevant departments, has established an investigation team to conduct in-depth analysis of the root cause of the accident (Root Cause Analysis).

#### 整改與預防 Corrective and Preventive Actions

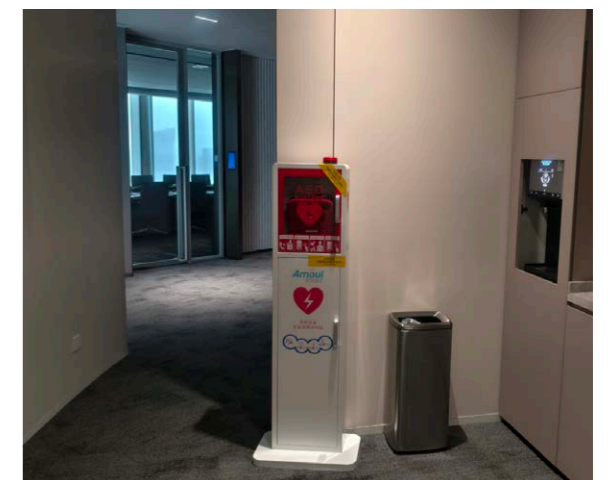
根據調查結果制定糾正預防措施（CAPA），並跟蹤驗證措施的有效性，防止類似事件再次發生。  
Develop Corrective and Preventive Actions (CAPA) based on the investigation results, and track and verify the effectiveness of the measures to prevent similar incidents from recurring.

特別針對軟件行業常見的職業健康風險採取行動。我們在辦公區配備 AED 設備並定期開展 CPR 急救技能培訓。

We take actions specifically targeting the common occupational health risks in the software industry. We have equipped AED devices in the office area and regularly conduct CPR first-aid skills training.



CPR 心肺復甦及海姆立克急救法學習  
CPR Cardiopulmonary Resuscitation and Heimlich Maneuver Learning



AED 設備  
AED Equipment

#### • 關鍵績效 Key Performance

- 因工死亡數據：過去三年（2023—2025）因工亡故人數為 0 人，比率為 0%。  
Work-related death data: In the past three years (2023-2025), the number of work-related deaths was 0, with a rate of 0%.
- 工傷數據：2025 年度因工傷損失工作日數共計 0 天。  
Work injury data: In 2025, the total number of workdays lost due to work injuries was 0 days.

## 3.6 社區參與：致良知，愛無界

### Community Relations: Acting in All Conscience, Boundless Love

金蝶國際積極履行社會責任，鼓勵員工投身公益事業，在教育發展、環境保護、健康守護和體育支持等領域開展多項公益活動。公司嚴格遵守《中華人民共和國慈善法》《中華人民共和國公益事業捐贈法》等相關法律法規，我們通過實際行動助力可持續發展，為構建更美好的未來貢獻力量。金蝶也鼓勵員工積極參與公益項目，2025 年我們進行了全體員工公益善舉的徵集。

Kingdee International actively fulfills its social responsibilities, encourages employees to engage in public welfare undertakings, and conducts various public welfare activities in areas such as education development, environmental protection, health protection, and sports support. The Company strictly abides by relevant laws and regulations such as the *Charity Law of the People's Republic of China* and the *Law of the People's Republic of China on Donations for Public Welfare*. We contribute to sustainable development through practical actions and strive to build a better future. Kingdee also encourages employees to actively participate in public welfare projects, and in 2025, we solicited public welfare deeds from all employees.

#### 3.6.1 教育發展 Educational Development

金蝶始終關注數字經濟時代的人才缺口問題，我們利用自身在財務、人力資源及供應鏈管理軟件領域的專長，通過「校企合作、以賽促學、產研共創」的模式，致力於消除教育與產業需求之間的鴻溝，提升全社會的數字化技能水平。

Kingdee has always been concerned about the talent gap in the era of digital economy. We leverage our expertise in the fields of finance, human resources, and supply chain management software, and through the model of "school-enterprise cooperation, promoting learning through competitions, and co-creating industry-research", we are committed to bridging the gap between education and industrial needs and improving the digital skills of society as a whole.

##### • 關鍵績效 Key Performance

報告期內 During the reporting period

- 我們合作高校數量：覆蓋南京大學、大連理工大學等 **18** 所核心院校。  
The number of cooperating universities: covering **18** core institutions including Nanjing University and Dalian University of Technology.

### 行動與成效 Actions and Results

#### 深化校企合作，共建實訓基地

金蝶與同濟大學、南開大學、大連理工大學、西安交通大學、中國人民大學等國內頭部高校建立深度合作。

#### 產研融合，推動學科創新

依託教育部產學合作協同育人項目及供需對接就業育人項目，金蝶聯合高校完成了 75 個課題立項。

**課題聚焦：**緊密圍繞人工智能賦能、數據驅動的企業級低代碼開發，以及財會審、人力資源、供應鏈製造等多學科的交叉融合。

**成果轉化：**通過中國高校產學研創新基金等合作，我們不僅推動了理論研究，更建立了定向人才培養機制和就業實習基地，實現了從「課堂」到「崗位」的無縫對接。

#### 以賽促學，激發創新活力

金蝶通過舉辦高水平賽事激發青年學生的創新潛能。2025 年，我們成功舉辦了包括「全國大學生企業數字化管理創新大賽」「2025 金磚大賽」在內的 24 場市場及賽事活動。

**生態賦能：**活動期間舉辦了「2025 全球創見者大會——AI 賦能高校教育革新閉門研討會」，觸達並賦能師資 5,400+ 人次，有效提升了教育工作者的數字化教學能力。

#### Deepen School-enterprise Cooperation and Jointly Build Training Bases

Kingdee has established in-depth cooperation with top domestic universities such as Tongji University, Nankai University, Dalian University of Technology, Xi'an Jiaotong University, and Renmin University of China.

#### Integration of Industry and Research Promotes Disciplinary Innovation

Relying on the Ministry of Education's Industry-University Cooperation Collaborative Education Project and Supply-Demand Matching Employment Education Project, Kingdee, in collaboration with universities, has completed 75 project approvals.

**Focus of the Project:** Closely centered around AI-enabled, data-driven enterprise-level low-code development, as well as the cross-integration of multiple disciplines such as finance and accounting audit, human resources, and supply chain manufacturing.

**Results Transformation:** Through cooperation with the China University Industry-University-Research Innovation Fund and others, we have not only promoted theoretical research but also established a targeted talent cultivation mechanism and employment internship bases, achieving seamless integration from the "classroom" to the "workplace".

#### Promote Learning Through Competitions and Stimulate Innovative Vitality

Kingdee stimulates the innovative potential of young students by organizing high-level competitions. In 2025, we successfully organized 24 market and competition activities, including the "National College Students' Enterprise Digital Management Innovation Competition" and the "2025 BRICS Competition".

**Ecological Empowerment:** During the event period, the "2025 Global Visionaries Conference - AI Empowering Higher Education Innovation Closed-door Seminar" was held, reaching and empowering over 5,400 teaching staff, effectively enhancing the digital teaching capabilities of educators.

## 案例 Case

### 金蝶參與「築夢百千萬工程 愛心公益助學行」支教活動

Kingdee Participates in the "Dream Building Hundred, Thousand, Ten Thousand Project - Caring Public Welfare Education Assistance Program" Teaching Support Activity

為響應廣東省委「1310」部署及「百千萬工程」戰略要求，聚焦城鄉教育均衡發展與鄉村振興核心目標，金蝶作為深耕社會責任的愛心企業，聯合廣東省客青會及多家客籍優質企業，於2025年暑期共同發起「築夢百千萬工程 愛心公益助學行」大學生支教活動，定向深耕梅州興寧、五華兩地鄉村教育公益事業。

In response to the "1310" deployment of the Guangdong Provincial Party Committee and the strategic requirements of the "Hundred, Thousand, Ten Thousand Project", focusing on the core goals of balanced urban-rural education development and rural revitalization, Kingdee, as a caring enterprise deeply committed to social responsibility, jointly launched the "Dream Building Hundred, Thousand, Ten Thousand Project - Caring Public Welfare Education Assistance Program" college student volunteer teaching activity with the Guangdong Hakka Youth Association and multiple high-quality Hakka enterprises during the summer vacation of 2025, targeting and deeply engaging in rural education public welfare undertakings in Xingning and Wuhua of Meizhou.

作為客青會副會長單位，金蝶提供教學物資與課程支持，助力「心鄉匯」「心心築夢」支教隊開展知識科普、客家非遺等特色課程。同時深度參與「一對一」助學行動，該行動6年累計捐贈超45萬元現金及10萬元物資，惠及數十名貧困學子。金蝶延續「教育改變命運」信念，以實際行動助力城鄉教育均衡，彰顯企業ESG公益擔當。

As a vice-president unit of the Hakka Youth Association, Kingdee provides teaching materials and curriculum support to assist the "Xinxianghui" and "Xinxin Zhumeng" volunteer teaching teams in developing characteristic courses such as knowledge popularization and Hakka intangible cultural heritage. At the same time, it has been deeply involved in the "one-on-one" student assistance program, which has cumulatively donated over 450,000 RMB in cash and 100,000 RMB in materials over 6 years, benefiting dozens of impoverished students. Kingdee continues to uphold the belief that "education changes destiny" and takes practical actions to promote the balanced development of urban and rural education, demonstrating the Company's ESG public welfare responsibility.



客青會副會長、金蝶中國助理總裁徐嘉祺

Xu Jiaqi, Vice President of the Hakka Youth Association and Assistant President of Kingdee China

## 案例 Case

### 跨越山海的守望——川藏山區物資援助

The Watch Beyond Mountains and Seas - Material Assistance in the Sichuan-Tibet Mountainous Region

金蝶經營中心員工羅女士自2015年起持續關注川藏山區兒童的生活狀況。通過動員金蝶員工、社群公眾，籌集並親自運送物資至四川石渠等海拔地區。援助內容從基礎的保溫杯、護膚品延伸至冰箱、電暖氣等改善性設施，並計劃為200位山區兒童提供生活物資包。該行動有效改善了當地師生的生活與教學條件，不僅體現了金蝶員工的個人大愛，也響應了國家鄉村振興的號召。

Ms. Luo, an employee of Kingdee Business Center, has been continuously concerned about the living conditions of children in the Sichuan-Tibet mountainous areas since 2015. By mobilizing Kingdee employees and community members, she has raised and personally delivered supplies to high-altitude areas such as Shiqu in Sichuan. The scope of assistance has expanded from basic items like thermos cups and skin care products to improvement facilities such as refrigerators and electric heaters, and she plans to provide living supply packages for 200 mountainous area children. This initiative has effectively improved the living and teaching conditions of local teachers and students, not only demonstrating the individual kindness of Kingdee employees but also responding to the national call for rural revitalization.



將金蝶員工捐贈的物資送給山區的孩子

Donating Supplies from Kingdee Employees to Children in Mountainous Areas

## 3.6.2 環境保護 Environmental Protection

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

The environment is the cornerstone of sustainable development. Kingdee International encourages employees to participate in green public welfare activities, and through environmental protection practices such as community cleaning and waste sorting promotion, it enhances the ecological quality of the community and jointly builds a green homeland.

案例 Case

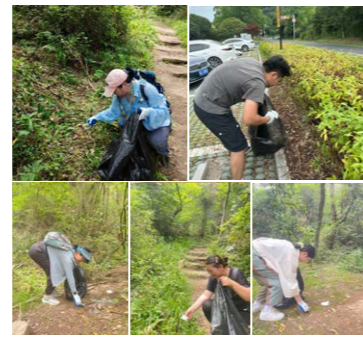
金蝶世界環境日徒步公益活動  
Kingdee World Environment Day Hiking Public Welfare Activity

2025年「健康K計劃」設置「金蝶世界環境日徒步」等公益活動，倡導員工到所在地綠地徒步並清檢垃圾，金蝶集團深圳、上海、重慶、寧波、青島、珠海、瀋陽、呼和浩特等城市的15+個組織參與。

In 2025, the "Health K Plan" organized public welfare activities such as the "Kingdee World Environment Day Hiking", advocating that employees go hiking in local green spaces and pick up trash. More than 15 organizations from cities such as Shenzhen, Shanghai, Chongqing, Ningbo, Qingdao, Zhuhai, Shenyang, and Hohhot of Kingdee Group will participate.



金蝶世界環境日徒步  
Kingdee World Environment Day Hiking



金蝶世界環境日徒步清理垃圾  
Kingdee World Environment Day Hiking to Clean up Garbage

案例 Case

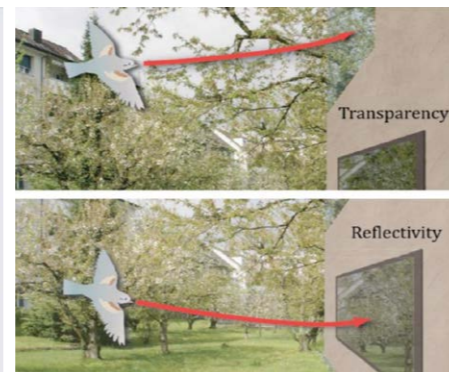
公民科學行動——深圳鳥撞調查  
Citizen Science Initiative - Shenzhen Bird Collision Survey

2025年秋季，金蝶雲之家員工寧女士作為公民科學志願者，參與了由全國防鳥撞行動網絡發起的全國調查項目。在深圳片區，金蝶志願者接受專業培訓，累計完成118次調查，系統記錄城市建築對鳥類的影響。這一數據將為改善城市生態設計、保護生物多樣性提供重要的科學依據。

In the fall of 2025, Ms. Ning, an employee of Kingdee Yunzhijia, participated as a citizen science volunteer in a national survey project initiated by the National Anti-Bird Collision Action Network. In the Shenzhen area, Kingdee volunteers received professional training and completed a total of 118 surveys, systematically recording the impact of urban buildings on birds. This data will provide important scientific evidence for improving urban ecological design and protecting biodiversity.



防鳥撞調查記錄  
Bird Collision Investigation Record



鳥撞示意圖  
Bird Collision Diagram

案例 Case

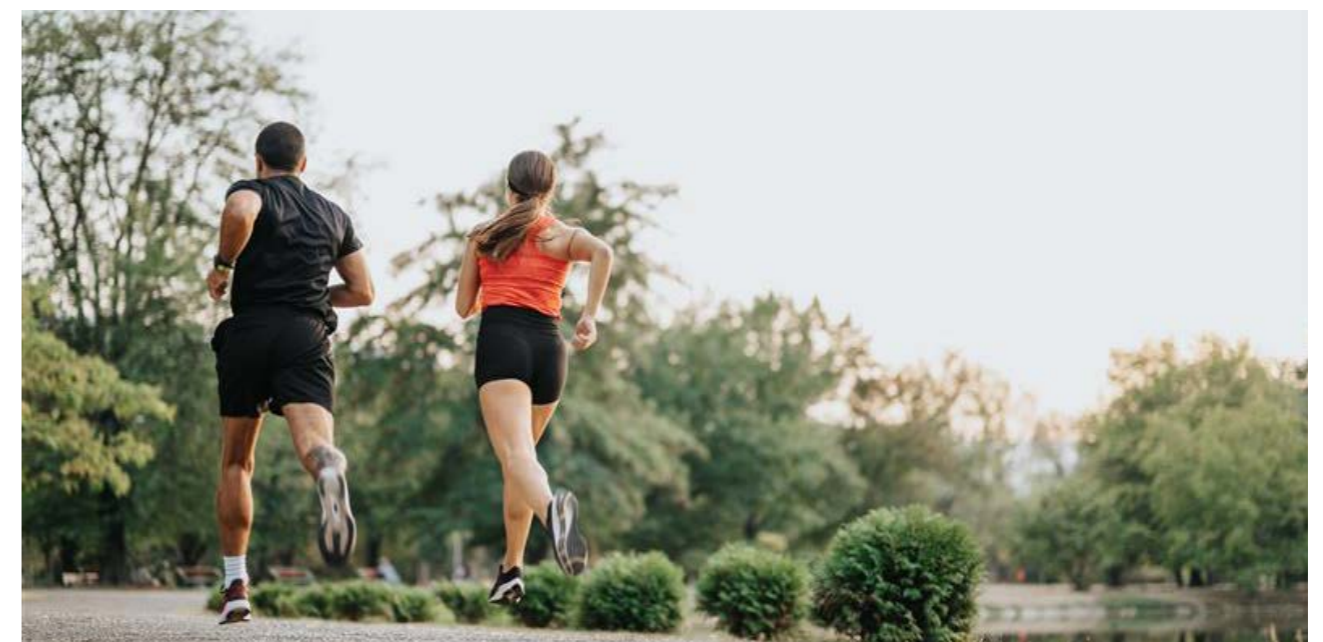
低碳騎行，與自然同頻  
Low-Carbon Cycling, in Sync with Nature

包括「金蝶騎協」成員在內的400餘名蝶人，將每日通勤轉化為減碳行動。他們堅持單車出行，日均騎行10公里，並帶動團隊開展綠色騎行團建。這不僅倡導了健康的生活方式，更以實際行動減少城市碳排放。據估算，該騎行團隊在報告期內累計騎行里程達100萬公里，相當於減少碳排放約270噸二氧化碳當量。

More than 400 Kingdee employees, including members of the "Kingdee Cycling Association", have transformed their daily commutes into carbon reduction actions. They adhere to cycling for commuting, with an average daily cycling distance of 10 kilometers, and have also motivated their teams to organize green cycling team-building activities. This not only promotes a healthy lifestyle but also reduces urban carbon emissions through practical actions. According to estimates, the cycling team has accumulated a total cycling distance of 1 million kilometers during the reporting period, equivalent to reducing approximately 270 tons of carbon dioxide equivalent.



金蝶騎行協會 低碳通勤  
Kingdee Cycling Association, Low Carbon Commuting



### 3.6.3 健康守護 Health Awareness and Support

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

Kingdee International advocates a healthy lifestyle and promotes the community's health awareness through health promotion, public welfare medical assistance activities, charitable donations, and other means.

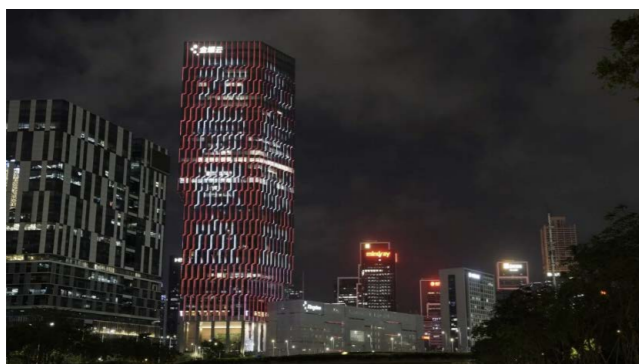
#### 案例 Case

##### 亮燈祝福暖人心 金蝶「線上+線下」多渠道助力無償獻血

##### Lighting Up for Blessings Warms Hearts, Kingdee's "Online + Offline" Multi-Channel Approach Boosts Voluntary Blood Donation

2025年6月14日，在世界獻血者日來臨之際，金蝶在深圳金蝶軟件園園區，面向5,000餘名員工通過線上線下多渠道開展了無償獻血宣傳系列活動。秉持著「積善行、思利他」公司文化理念，金蝶在號召企業員工加入獻血隊伍同時，也積極邀請了市民助力愛心傳遞。在獻血活動前夕，金蝶園區電子屏上循環播放獻血宣傳片，企業內部公眾號同步推送獻血科普知識，同時組織多名志願員工開展獻血科普，讓更多員工了解科學獻血。當晚，金蝶雲大廈還為獻血者亮燈，「祝無償獻血者節日快樂」，倡導市民加入愛心傳遞隊伍「無償獻血，愛滿鵬城」。

On June 14, 2025, as World Blood Donor Day approached, Kingdee launched a series of unpaid blood donation publicity activities in Shenzhen Kingdee Software Park, targeting over 5,000 employees through multiple online and offline channels. Upholding the corporate cultural concept of "doing good deeds and thinking about benefiting others", Kingdee not only called on its employees to join the blood donation team but also actively invited citizens to help spread love. On the eve of the blood donation activity, blood donation promotional videos were played in a loop on the electronic screens in Kingdee Park, while the Company's internal official account simultaneously pushed blood donation science knowledge. At the same time, multiple volunteer employees were organized to carry out blood donation science popularization, enabling more employees to understand scientific blood donation. That evening, Kingdee Cloud Building also lit up for blood donors, with the message "Happy Blood Donor Day" displayed, advocating for citizens to join the team of spreading love with the slogan "Voluntary Blood Donation, Love Fills Pengcheng".



金蝶雲大廈為獻血者亮燈  
Kingdee Cloud Building Lights Up for Blood Donors



金蝶員工無償獻血  
Kingdee Employees Donate Blood

#### 案例 Case

##### 金蝶與強腦科技聯合發起「科技賦能+公益助殘」專項公益計劃

##### Kingdee and BrainCo Jointly Launched the "Technology Empowerment + Public Welfare Assistance for the Disabled" Special Public Welfare Program

金蝶始終秉持「致良知、走正道、行王道」的企業信念，積極響應國家《促進殘疾人就業三年行動方案》及ESG關於多元化與包容性（D&I）的倡導，利用金蝶在企業雲服務領域的領先優勢，重新定義了企業公益模式——從單一的「功能補償」轉向可持續的「就業賦能」。通過聯合全球領先的腦機接口公司強腦科技（BrainCo）及深圳華獅公益基金會，我們設立了「金蝶強腦[科技賦能+公益助殘]專項基金」，旨在構建「智能假肢功能補償→數字化技能培訓→人崗精準匹配」的社會創新閉環，通過技術手段消除生理障礙，促進殘疾人的社會融合與職業發展。

Kingdee has always adhered to the corporate belief of "Acting in all Conscience, with Integrity and Righteousness", actively responded to the national *Three-Year Action Plan for Promoting Employment of Persons with Disabilities* and ESG's advocacy on diversity and inclusion (D&I), and leveraged its leading advantages in the enterprise cloud service field to redefine the corporate public welfare model - shifting from a single "functional compensation" to sustainable "employment empowerment". By collaborating with BrainCo, a globally leading brain-computer interface company, and Shenzhen Huashi Public Welfare Foundation, we have established the "Kingdee BrainCo [Technology Empowerment + Public Welfare Assistance for the Disabled] Special Fund", aiming to build a social innovation closed-loop of "intelligent prosthetic function compensation → digital skills training → precise person-job matching", eliminating physical barriers through technological means, and promoting the social integration and career development of people with disabilities.

金蝶利用自身在企業雲服務領域的優勢，向全球3,000多家核心客戶企業發起倡議，動員生態夥伴成為「愛心企業」。通過在金蝶HR系統中植入殘疾人就業政策計算與招聘功能，並提供必要的數字化崗前培訓支持，並聯合深圳華獅公益基金會提供「就業輔導員」跟蹤服務，確保受助者不僅「站起來」，更能「走出去」，實現穩定就業。Kingdee, leveraging its advantages in the enterprise cloud service field, has initiated an appeal to over 3,000 core client enterprises worldwide, mobilizing ecosystem partners to become "compassionate enterprises". By integrating the calculation of disability employment policies and recruitment functions into the Kingdee HR system, providing necessary digital pre-job training support, and collaborating with Shenzhen Huashi Public Welfare Foundation to offer "employment counselor" follow-up services, it ensures that beneficiaries not only "stand up" but also "go out" to achieve stable employment.



金蝶與強腦科技聯合發起「科技賦能+公益助殘」專項公益計劃  
Kingdee and BrainCo Jointly Launched the "Technology Empower + Public Welfare for the Disabled" Special Public Welfare Program

### 3.6.4 社區投入 Community Investment

金蝶始終秉持「科技向善」的理念，致力於利用先進的數字技術解決社會問題，將成熟的企業級數字化能力轉化為社會價值的倍增器。

Kingdee has always adhered to the concept of "technology for good", committed to using advanced digital technologies to address social issues, and transforming its mature enterprise-level digital capabilities into a multiplier of social value.

#### 案例 Case

##### 金蝶向遼寧省慈善聯合總會捐贈慈善運營管理平台 Kingdee Donates Charity Operation Management Platform to Liaoning Charity Federation

**數字技術賦能公益基礎設施：**2025年，金蝶通過向遼寧省慈善聯合總會捐贈自主研發的「慈善運營管理平台」，深度參與社會公益事業的數字化轉型。該平台以金蝶雲·蒼穹等先進技術為底座，旨在構建一個「精準、規範、高效、透明」的數字公益體系。

**Digital Technology Empowers Public Welfare Infrastructure:** In 2025, Kingdee deeply participated in the digital transformation of social public welfare by donating its self-developed "Charity Operation Management Platform" to the Liaoning Charity Federation. Built on advanced technologies such as Kingdee Cloud Cosmic, the platform aims to build a "precise, standardized, efficient, and transparent" digital public welfare system.

- **透明化管理：**通過數字化流程再造，所有慈善運營管理過程留痕，陽光服務。實現管理流程透明化、數據可追溯，增強社會信任度，響應了監管對數據透明的嚴苛要求。

**Transparency:** Through digital process reengineering, all charitable operation and management processes leave a trace, ensuring transparent and accountable services. This achieves transparency in management processes and data traceability, enhances social trust, and meets the stringent regulatory requirements for data transparency.

- **高效運營：**針對慈善組織信息化瓶頸，提供從捐贈管理到項目執行的全鏈路數字化解決方案，大幅提升了資源配置的效率。

**Efficient Operations (Efficiency):** Addressing the information bottlenecks of charitable organizations, it provides end-to-end digital solutions from donation management to project implementation, significantly improving the efficiency of resource allocation.

- **精準規範：**項目收支核算精準，管理費記錄規範，精準匹配「專款專用」要求，實現基金項目全生命週期精細化管理，規避核算風險與合規隱患，以數智促合規透明、以合規透明促公信，確保社會資源的價值最大化。

**Precision:** The project's revenue and expenditure accounting is accurate, management fee records are standardized, precisely matching the requirements of "special funds for specific purposes", achieving refined management throughout the entire lifecycle of the fund project, avoiding accounting risks and compliance hazards, promoting compliance and transparency through digital intelligence, and enhancing public trust through compliance and transparency, thus ensuring the maximization of the value of social resources.

未來，金蝶將持續探索「人工智能+公益」的深度融合，用科技傳遞善意，與社會各界共建透明、高效、有溫度的數字公益新未來。

In the future, Kingdee will continue to explore the in-depth integration of "Artificial Intelligence + Public Welfare", use technology to convey kindness, and jointly build a new digital public welfare future that is transparent, efficient, and full of warmth with all sectors of society.



遼寧省省慈善聯合總會會長崔楓林（右）向金蝶遼寧省公司張德鑫總經理（左）頒發《捐贈證書》  
Cui Fenglin, President of the Liaoning Provincial Charity Federation (right), presented the *Donation Certificate* to Zhang Dexin, General Manager of Kingdee Liaoning Company (left).

#### 案例 Case

##### 金蝶人的社區公益實踐 Community Public Welfare Practice of Kingdee People

**將企業文化融入社區治理：**金蝶福州分公司員工陳先生2016年發起成立「快樂成長工作室」，該項目已構建起「助學+育人+賦能」的公益生態。在其帶動下，金蝶福州分公司員工志願者深度參與社區共建活動。

**Integrating corporate culture into community governance:** Mr. Chen, an employee of Kingdee Fuzhou Branch, initiated and established the "Happy Growth Studio" in 2016, and the project has built a public welfare ecosystem of "assisting education + cultivating talents + empowering". Driven by this, the employee volunteers of Kingdee Fuzhou Branch have deeply participated in community co-construction activities.

- **教育資助：**項目累計資助近30名家庭困難學生完成學業，並注重心理陪伴與生涯規劃。

**Educational Grants:** The project has cumulatively funded nearly 30 students from financially disadvantaged families to complete their studies, and emphasizes psychological companionship and career planning.

- **知識傳播：**「公益100」計劃超額完成119場公益分享，覆蓋近萬名市民。

**Knowledge Dissemination:** The "Public Welfare 100" Program has exceeded its target by completing 119 public welfare sharing sessions, reaching nearly 10,000 citizens.



案例 Case

指尖傳遞愛心——互聯網醫療救助

Love Transmitted Through Fingers —— Internet Medical Assistance

金蝶黑龍江省公司員工胡女士充分利用互聯網公益平台，累計幫助36個因病致貧的家庭，這體現了金蝶人「樂善好施、力出一孔」的互助精神。

Ms. Hu, an employee of Kingdee's Heilongjiang Branch, has fully utilized the internet public welfare platform, cumulatively helping 36 families impoverished due to illness, which embodies the mutual assistance spirit of Kingdee employees of "being charitable and working in union".

3.6.5 體育支持 Sports Support

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

Kingdee International actively promotes sportsmanship, using sports as a bond to encourage community residents to enhance their health awareness and quality of life through participation in event organizations, community fitness activities, and other means.

案例 Case

金蝶主辦社區 KBA 籃球賽事

Kingdee Hosted Community KBA Basketball Tournament

2025年7月8日，金蝶集團在深圳百勝Q-Park籃球館成功啟動2025金蝶KBA聯賽客戶賽區比賽，活動以「擁抱變革，世界一流」為主題，吸引了來自不同行業的6支客戶聯隊參與。本次活動是金蝶文化的創新實踐，通過體育賽事打破商務交流邊界，構建更具溫度的合作關係的同時，持續釋放生態協同價值。

On July 8, 2025, Kingdee Group successfully launched the 2025 Kingdee KBA League Customer Division competition at Shenzhen Baisheng Q-Park Basketball Arena. The event, themed "Embrace Change, World-Class", attracted 6 customer teams from different industries to participate. This event is an innovative practice of Kingdee's culture, which breaks the boundaries of business communication through sports events, builds more warm-hearted cooperative relationships, and continuously releases the value of ecological synergy.



2025 年金蝶 KBA 籃球聯賽  
2025 Kingdee KBA Basketball Tournament

• 關鍵績效 Key Performance

- 本年度，未對政治運動、政治組織、遊說者或遊說組織、貿易協會和其他免稅組織進行捐款。  
During the reporting period, no donations were made to political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups.

# 建設自己， 修復與環境的關係

Building Ourselves and Restoring the Relationship  
with the Environment

## 我們的理念 Our Philosophy

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

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

04

## 4.1 完善政策及管理 Improving Policy and Management

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

Kingdee International strictly complies with laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, the *Energy Conservation Law of the People's Republic of China*, and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes*, as well as local environmental requirements where we operate. We have formulated policies and systems such as the *Environmental Policy* and the *Campus Environmental Management and the Resource Conservation System*. Documents are made public to the public and within the Company through the Company's official website, campus notices, friendly reminders, and internal communication platforms. We established a sound environmental management framework to strictly implement environmental management responsibilities at all levels; conduct environmental risk assessments to strengthen risk control; Measures such as organizing environmental protection training for all employees and enhancing employees' environmental awareness are taken to systematically improve environmental performance and minimize the environmental impact of operations.

### 4.1.1 優化環境管理體系 Optimize the Environmental Management System

金蝶國際依照 ISO 14001 環境管理體系標準建立並不斷完善環境管理體系，定期根據內外部要求及需求變化修訂環境相關政策制度文件。報告期內，深圳園區繼續依照 ISO 14001 標準完善體系建設、北京園區完成 ISO 14001 體系複審認證；上海園區及長沙園區持續優化環境管理流程，進一步提升環境管理的標準化和規範化水平。

Kingdee International has established and continuously improved its environmental management system in accordance with the ISO 14001 Standard and regularly revises environmental-related policy and system documents based on internal and external requirements and changes in needs. During the reporting period, the Shenzhen Campus continued to improve the system development in accordance with the ISO 14001 standard. The Beijing Campus completed the re-review and certification of the ISO 14001 system; the Shanghai Campus and Changsha Campus continued to optimize environmental management processes, further enhancing the standardization and normalization of environmental management.

### 4.1.1.1 環境管理組織架構 Environmental Management Organizational Structure

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

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

| 層級<br>Level                  | 主體<br>Body   | 主要職責<br>Responsibilities  |
|------------------------------|--|---|
| 決策層<br>Decision-making Level | 董事會<br>Board of Directors  | 作為最高決策與監督機構，負責環境政策的批准及對環境戰略的最終監督；<br>As the highest decision-making and supervisory body, it is responsible for approving environmental policies and providing ultimate oversight of environmental strategies;                          |
|                              | 董事會戰略與可持續發展委員會<br>Strategy and Sustainable Development Committee of the Board of Directors                 | 制定環境管理戰略規劃和具體目標、相關政策及制度，跟蹤並指導政策制度的實施；<br>Formulates environmental management strategic plans and specific targets, specific objectives, relevant policies, and systems, and track and guide the implementation of policies and systems; |
| 管理層<br>Management Level      | 董事會主席助理<br>Assistant to the Chairman of the Board  | 負責將環境目標融入日常運營決策，並制定具體的執行計劃；<br>Responsible for integrating environmental objectives into daily operational decisions and formulating specific implementation plans;   |
|                              | 環境及應對氣候變化工作組與環境管理部門<br>Environmental and Climate Change Task Force and Environmental Management Department | 作為執行樞紐，負責政策的具體落實、績效監控及內部審核；<br>As the implementation hub, it is responsible for the specific implementation of policies, performance monitoring, and internal auditing;   |
| 執行層<br>Operational Level     | 全體員工<br>All Employees  | 作為政策的踐行者，負責在日常工作中貫徹低碳辦公理念。<br>As a practitioner of policies, be responsible for implementing the low-carbon office concept in daily work.   |

### 4.1.1.2 環境風險管理 Environmental Risk Management

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

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

#### 🔍 環境風險因素識別 Identification of Environmental Risk Factors

依據運營所在地法律法規、政策要求及利益相關方訴求，定期識別運營過程中涉及的環境因素及潛在風險；開展風險評估並形成重大環境風險清單，制定相應的應對措施，避免、降低或減緩環境風險及其造成的影響。  
In accordance with local laws, regulations, policy requirements, and stakeholder concerns we regularly identify environmental factors and potential risks with our operations. We conduct risk assessments, compile a list of major environmental risks, and formulate corresponding countermeasures to avoid, reduce, or mitigate environmental risks and their impacts.

#### 📊 環境審計與監測 Environmental Audit and Monitoring

根據自身實際情況定期開展環境審計與監測，開展重點環節隱患排查與環境整治；依託智能監測設備及自動化工具，對環境風險與資源利用實施動態監測，發現異常情況及時響應並優化。  
We regularly conduct environmental audits and monitoring based on actual conditions, identifying hazards in key areas and implementing environmental rectification. Leveraging intelligent monitoring equipment and automated tools, we dynamically monitor environmental risks and resource utilization, respond promptly to anomalies, and continuously optimize our practices.

#### ✅ 突發環境事件應對 Response to Sudden Environmental Incidents

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

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

### 4.1.2 強化環保理念宣傳 Strengthening the Promotion of Environmental Awareness

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

Kingdee International actively promotes the practice of green and sustainable concepts among employees. Through multiple channels and methods, we aim to enhance employees' environmental awareness and capabilities.

### 4.1.2.1 環保培訓與宣傳 Environmental Training and Promotion

**日常環保宣傳：**公司依託內部刊物、辦公區公告欄及企業公眾號等數字化平台，建立了常態化的環保宣傳機制。我們定期發佈以節能、節水、減少資源浪費為核心的宣教內容，策劃並推出了《低碳行動 蝶綠共生》《地球日綠色行動》《節能增效，煥「新」引領》等系列全員宣傳推文與海報，旨在通過持續的理念倡導，強化全體員工在日常辦公中的環保意識與責任感。

**Ongoing Environmental Campaigns:** The Company has established a normalized environmental protection promotion mechanism relying on digital platforms such as internal publications, office area bulletin boards, and corporate official accounts. We regularly publish educational content centered on energy conservation, water conservation, and reducing resource waste, and have planned and launched a series of full-staff promotional tweets and posters such as "Low-Carbon Action, Symbiotic with Butterfly Green", "Earth Day Green Action", and "Energy Conservation and Efficiency Enhancement, 'New' Leadership", aiming to strengthen the environmental awareness and sense of responsibility of all employees in daily office work through continuous advocacy of concepts.

#### 特色案例 Featured Case

##### 2025 世界地球日「舊物新生」主題活動 2025 World Earth Day "New Life for Old Things" Theme Activity

為響應世界地球日（The World Earth Day）關於動員民眾參與環保運動的號召，2025年4月，金蝶發起了以「舊物新生，一『碳』到底」為主題的員工參與活動。  
In response to the call by The World Earth Day to mobilize the public to participate in environmental protection campaigns, in April 2025, Kingdee launched an employee participation activity themed "New Life for Old Items, 'Carbon' All the Way".

- **活動理念與形式：**本次活動延續了金蝶「遊戲+宣傳」的特色形式，旨在通過趣味互動打破環保枯燥的刻板印象。活動倡導「綠色革命從抬手行動開始」及「守護地球的戰役發生在辦公桌上」的微環保理念，鼓勵員工成為金蝶的「綠色合夥人」。

**Activity Concept and Form:** This event continues Kingdee's characteristic form of "game + promotion", aiming to break the dull stereotype of environmental protection through fun interactions. The event advocates the micro-environmental protection concepts of "the green revolution starts with a simple action" and "the battle to protect the earth takes place at the office desk", encouraging employees to become Kingdee's "green partners".



以遊戲 + 宣傳的形式倡導綠色辦公  
Advocate Green Work in the Form of Games + Publicity

- **循環經濟實踐：**活動在金蝶雲大廈設置了專門的回收兌換點，針對辦公場景中常見的廢棄物——廢舊電池與塑料空瓶開展定向回收。我們鼓勵員工主動清理辦公桌，通過收集並上交上述廢棄物來兌換多肉植物、環保杯墊等綠色生活周邊禮品。

**Circular Economy Practice:** The event establishes a dedicated recycling redemption point at Kingdee Cloud Building, targeting common waste in office settings - used batteries and plastic empty bottles for targeted recycling. We encourage employees to actively clean their desks and exchange the above waste for green living peripheral gifts such as succulents and eco-friendly coasters by collecting and turning in the waste.



倡導廢舊電池、塑料空瓶回收  
Advocate for the Recycling of Waste Batteries and Empty Plastic Bottles

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

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

## 4.2 氣候戰略 Climate Strategy

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

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

### 4.2.1 管治 Governance

金蝶國際已建立自上而下的氣候治理體系，將氣候變化管理職能融入環境管理架構中。集團董事會作為最高決策與監督機構，負責審閱並監督氣候戰略的制定與執行，將氣候因素納入重大戰略決策考量，每年召開會議聽取氣候戰略制定與實施進展，審閱年度氣候相關風險與機遇的識別與評估結果。董事會戰略與可持續發展委員會負責制定氣候相關戰略和目標，評估氣候風險與機遇評估，監督氣候變化風險管理和應對舉措的有效性，每半年度召開會議審議氣候相關風險和機遇的評估結果，檢討氣候變化相關目標的實施進展，評估重大氣候相關機遇決策。

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

Kingdee International has established a top-down climate governance system, integrating climate change management functions into the environmental management structure. The Board of Directors, as the highest decision-making and oversight body, is responsible for reviewing and overseeing the formulation and implementation of climate strategies, integrating climate considerations into major strategic decisions. The Board convenes annually to review performance on climate strategy development and implementation, and to evaluate the identification and assessment results of climate-related risks and opportunities for the year. The Strategy and Sustainable Development Committee of the Board of Directors is responsible for formulating climate-related strategies and targets, assessing climate risks and opportunities, and monitoring the effectiveness of climate change risk management and response initiatives. The Committee holds semi-annual meetings to review climate risk and opportunity assessments, track progress on climate-related targets, and evaluate key decisions related to climate opportunities.

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

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

### 4.2.2 策略 Strategy

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

本集團充分參考氣候相關財務信息披露工作組 (TCFD) 建議，利用情景分析方式識別並評估各項氣候相關風險和機遇在不同情境下對集團業務運營和財務績效的潛在影響，並將結果納入氣候戰略與應對舉措考量。報告期內，我們針對集團主要辦公運營點和數據中心進行氣候情景分析，參考聯合國政府間氣候變化專門委員會 (Intergovernmental Panel on Climate Change, IPCC) 發佈的第六次評估報告 (AR6)，選擇共享社會經濟情景 (Shared Socioeconomic Pathway, SSP) 中的低排放情景 (SSP1-2.6) 和非常高排放情景 (SSP5-5.8) 評估颱風、極端降水和高溫天氣等物理風險影響；參考國際能源署 (International Energy Agency, IEA) 發佈的《2024 世界能源展望》(World Energy Outlook 2024, WEO 2024)，選擇 2050 年淨零排放情景 (NZE) 和既定政策情景 (STEPS) 評估政策及法律風險、技術風險等轉型風險影響。情景分析的時間範圍包括短期 (1—3 年，即 2024 年—2026 年)、中期 (3—7 年，即 2026 年—2030 年) 和長期 (7—30 年，即 2030 年—2053 年)。

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

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

The Group fully references the Recommendations of the Task Force on Climate-related Financial Disclosures Final Report and adopts scenario analysis to assess the potential impact of various climate-related risks and opportunities on the Group's business operations and financial performance under different scenarios. The results are incorporated into the consideration of our climate strategy formulation and response planning. During the reporting period, we conducted climate scenario analysis for our major office locations and data centers. We referred to the Sixth Assessment Report (AR6) released by the Intergovernmental Panel on Climate Change (IPCC) and selected Low-emission Scenario (SSP1-2.6) and High-emission Scenario (SSP5-5.8) from the Shared Socioeconomic Pathways (SSP) to assess the impact of physical risks such as typhoons, extreme precipitation, and extreme heat. Additionally, we referred to the *World Energy Outlook 2024* (WEO 2024) by International Energy Agency (IEA) and selected the Net-Zero Emissions by 2050 Scenario (NZE Scenario) and the Stated Policies Scenario (STEPS) to assess transition risks, including policy and legal risks, and technological risks. The time horizons for the scenario analysis covered Short term (1-3 years, from 2024 to 2026), Medium term (3-7 years, from 2026 to 2030), and Long term (7-30 years, from 2030 to 2053).

| 選用情景<br>Selected Scenario | 情景描述<br>Scenario Description                              | 預估升溫<br>Estimated Temperature Increase   |       |
|---------------------------|---|--|-------|
| 物理風險<br>Physical Risk     | SSP1-2.6<br>低排放情景<br>Low-emission Scenario                | 假設全球社會經濟系統以可持續發展方式發展，全球共同採取強有力的氣候政策和緩解措施，目標將全球氣溫升幅控制在工業化前水平的2°C以內，與《巴黎協定》目標一致。<br>This scenario assumes a sustainable trajectory for the global socio-economic system, underpinned by strong and coordinated climate policies and mitigation actions worldwide. The objective is to limit the rise in global temperatures to within 2°C above pre-industrial levels, in alignment with the goals of the <i>Paris Agreement</i> . | 1.8°C |
|                           | SSP5-8.5<br>非常高排放情景<br>High-emission Scenario             | 假設全球經濟主要依靠化石燃料和高能源密集型產業快速發展，各國不實施氣候緩解措施，2100年碳排放量達到2015年的三倍。<br>This scenario assumes that the global economy relies primarily on fossil fuels and energy-intensive industries for rapid development, with no climate mitigation measures in place. As a result, carbon emissions are projected to reach 3 times the 2015 level by 2100.   | 4.4°C |
| 轉型風險<br>Transition Risk   | NZE<br>2050年淨零排放情景<br>Net-Zero Emissions by 2050 Scenario | 假設全球能源部門在2050年實現淨零排放，目標將全球氣溫升幅控制在工業化前水平的1.5°C以內。<br>This scenario assumes the global energy sector achieves net-zero emissions by 2050, aiming to limit the global temperature increase to within 1.5°C above pre-industrial levels.   | 1.5°C |
|                           | Steps<br>既定政策情景<br>Stated Policies Scenario               | 在各國已出台或宣佈的能源、氣候和相關產業政策基礎上，每年對各國最新政策設置進行解讀，探討能源部門的主要發展方向。<br>Based on energy, climate, and related industrial policies that have been issued or announced by countries, the latest policy developments are reviewed annually to identify key trends in the development of the energy sector.  | 2.4°C |

## 物理風險評估情況 Physical Risk Assessment

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

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

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

## 轉型風險評估情況 Transition Risk Assessment

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

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

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

物理風險識別、評估、分析及應對 Physical Risk Identification, Assessment, Analysis, and Response

| 風險類型<br>Risk Type    | 具體風險<br>Specific Risks  | 影響描述<br>Impact Description  | 影響週期<br>Impact Cycle                                     | 影響的價值鏈<br>Affected Value Chain   | 財務影響<br>Financial Impact   | 應對策略<br>Response Strategy   |
|----------------------|---|---|--|--|--|---|
| 急性風險<br>Acute Risk   | 颱風、暴雨等極端天氣的發生頻率和嚴重程度上升<br>Increased frequency and severity of extreme weather events such as typhoons and extreme precipitation | <ul style="list-style-type: none"> <li>對設施、設備造成損耗<br/>Damage to facilities and equipment</li> <li>可能引發局部斷電、洪澇災害等風險，導致運營中斷<br/>Potential for local power outages, flooding, and operational disruptions</li> <li>可能引發安全風險，造成人員傷害<br/>Increased safety risks leading to potential personnel injuries</li> </ul>         | 短期<br>Short-term<br>中期<br>Medium-term<br>長期<br>Long-term | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> <li>下游<br/>Downstream</li> </ul> | <ul style="list-style-type: none"> <li>收入減少<br/>Reduced revenue</li> <li>資產損失<br/>Asset Loss</li> <li>維修成本增加<br/>Increased maintenance expenses</li> <li>保險成本增加<br/>Increased insurance costs</li> </ul> | <ul style="list-style-type: none"> <li>針對突發極端天氣及災害事件制定應急預案，開展應急演練<br/>Develop emergency response plans for extreme weather and disaster events, conduct regular emergency drills</li> <li>部署智能監控系統，建立氣候風險預警機制<br/>Deploy intelligent monitoring systems and establish a climate risk early warning mechanism</li> <li>定期對沿海及低窪地區辦公場所、數據中心進行災害評估<br/>Conduct regular disaster assessments for coastal and low-lying office sites and data centers</li> <li>對關鍵設施進行備份<br/>Backup for critical infrastructure</li> </ul> |
|                      | 因極端天氣導致供應鏈中斷<br>Supply chain disruption due to extreme weather  | <ul style="list-style-type: none"> <li>雲服務供應商服務器受損<br/>Damage to cloud service providers' servers</li> <li>供應不足，影響交付和運營<br/>Insufficient supply, affecting delivery and operations</li> </ul>   | 短期<br>Short-term<br>中期<br>Intermediate                   | <ul style="list-style-type: none"> <li>上游<br/>Upstream</li> <li>自身運營<br/>Kingdee's operations</li> </ul>   | <ul style="list-style-type: none"> <li>運營成本上升<br/>Increased operating costs</li> <li>收入減少<br/>Reduced revenue</li> </ul>   | <ul style="list-style-type: none"> <li>開展供應商氣候風險應對與韌性評估<br/>Conduct climate risk response and resilience assessments for suppliers</li> <li>制定供應替代方案<br/>Develop alternative supply options</li> </ul>  |
| 慢性風險<br>Chronic Risk | 氣溫異常，高溫天氣頻發<br>Abnormal temperatures, frequent extreme heat   | <ul style="list-style-type: none"> <li>設備使用壽命縮短<br/>Shortened lifespan of equipment</li> <li>製冷設備需求增加<br/>Increased demand for cooling systems</li> <li>可能引發電力供給短缺，導致運營中斷<br/>Potential power shortages leading to operational interruptions</li> <li>對員工健康造成潛在影響<br/>Potential impacts on employee health</li> </ul> | 長期<br>Long-term  | 自身運營<br>Kingdee's operations   | <ul style="list-style-type: none"> <li>能源成本上升<br/>Increased energy costs</li> <li>設備維護成本增加<br/>Increased equipment maintenance costs</li> </ul>  | <ul style="list-style-type: none"> <li>優化能源管理體系建設，提高能源使用效率<br/>Optimize the energy management systems to improve energy efficiency</li> <li>擴大清潔能源使用比例<br/>Increase the use of clean energy</li> </ul>  |

## 轉型風險識別、評估、分析及應對 Transition Risk Identification, Assessment, Analysis, and Response

| 風險類型<br>Risk Type                     | 具體風險<br>Specific Risks   | 影響描述<br>Impact Description   | 影響週期<br>Impact Cycle                  | 影響的價值鏈<br>Affected Value Chain   | 財務影響<br>Financial Impact  | 應對策略<br>Response Strategy   |
|---------------------------------------|--|--|---------------------------------------|--|---|---|
| 政策及法律<br>風險<br>Policy and Legal Risks | 氣候相關信息披露要求不斷提高<br>Enhanced climate-related disclosure requirements and regulations   | <ul style="list-style-type: none"> <li>需對日常碳數據進行收集、盤查和管理<br/>Need to collect, audit, and manage daily carbon data</li> <li>需對相關政策、監管要求進行跟蹤、解讀<br/>Need to track and interpret evolving policies and regulatory requirements</li> </ul>   | 短期<br>Short-term<br>中期<br>Medium-term | 自身運營<br>Kingdee's operations   | <ul style="list-style-type: none"> <li>運營成本上升<br/>Increased operating costs</li> </ul>  | <ul style="list-style-type: none"> <li>建立碳排放數據管理系統及常態化機制<br/>Establish a carbon emission data management system and a routine operational mechanism</li> <li>及時跟蹤外界政策和要求變化，並定期向管理層匯報<br/>Track changes in external policies and requirements, regularly report to management</li> </ul>               |
|                                       | 碳定價機制出台<br>Implementation of carbon pricing mechanisms   | <ul style="list-style-type: none"> <li>因碳配額限制，可能需投入減排設施或購買碳配額<br/>May be required to invest in emission reduction technologies or purchase carbon allowances due to carbon quota restrictions</li> </ul>   | 中期<br>Medium-term<br>長期<br>Long-term  | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> <li>下游<br/>Downstream</li> </ul> | <ul style="list-style-type: none"> <li>運營成本上升<br/>Increased operating costs</li> <li>碳減排投入增加<br/>Increased carbon reduction investments</li> </ul>              | <ul style="list-style-type: none"> <li>設定碳減排目標及路徑規劃<br/>Set carbon reduction targets and develop a roadmap</li> <li>推廣使用節能技術和設備<br/>Promote the adoption of energy-saving technologies and equipment</li> <li>及時跟蹤碳定價相關政策變化<br/>Closely monitor changes in carbon pricing-related policies</li> </ul> |
|                                       | 能耗管理要求趨嚴，如數據中心能效標準提高<br>Enhanced regulatory requirements of energy efficiency, such as higher energy efficiency standards for data centers | <ul style="list-style-type: none"> <li>可能需對設備進行升級改造<br/>May require equipment upgrades</li> </ul>  | 短期<br>Short-term<br>中期<br>Medium-term | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> </ul>                            | <ul style="list-style-type: none"> <li>運營成本上升<br/>Increased operating costs</li> <li>資本支出增加<br/>Increased capital expenditure</li> </ul>                        | <ul style="list-style-type: none"> <li>實施數據中心節能改造<br/>Implement energy-saving retrofits for data centers</li> <li>調整能源結構，推進可再生能源採購<br/>Adjust energy structure, and advance renewable energy procurement strategies</li> </ul>  |
| 技術風險<br>Technological Risk            | 低碳技術轉型<br>Low carbon technology transition   | <ul style="list-style-type: none"> <li>現有技術落後於市場需求，需開發新技術<br/>Existing technologies lag behind market demands, requiring the development of new technologies</li> <li>技術研發投入失敗<br/>Risk of failure in technology R&amp;D investments</li> <li>競爭對手低碳技術轉型對金蝶產生衝擊，造成市場份額損失<br/>Impact of competitors' low-carbon technology transition on Kingdee, leading to market share loss</li> </ul> | 中期<br>Medium-term<br>長期<br>Long-term  | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> <li>下游<br/>Downstream</li> </ul> | <ul style="list-style-type: none"> <li>研發投入增加<br/>Increased R&amp;D investments</li> <li>收入減少<br/>Reduced revenue</li> <li>資產減值<br/>Asset impairment</li> </ul> | <ul style="list-style-type: none"> <li>加大綠色低碳技術研發<br/>Increase R&amp;D in green and low-carbon technologies</li> <li>引入優秀人才，與合作夥伴、高校等開展產學研合作<br/>Attract top talent and promote industry-academia collaboration with partners and universities.</li> </ul>  |

| 風險類型<br>Risk Type          | 具體風險<br>Specific Risks   | 影響描述<br>Impact Description   | 影響週期<br>Impact Cycle                  | 影響的價值鏈<br>Affected Value Chain   | 財務影響<br>Financial Impact   | 應對策略<br>Response Strategy  |
|----------------------------|--|--|---------------------------------------|--|--|--|
| 技術風險<br>Technological Risk | 綠色算法要求提高<br>Increased requirements for green algorithms                        | <ul style="list-style-type: none"> <li>優化算法可能需要重構系統<br/>Optimizing algorithms may require system reconstruction</li> <li>採用輕量化、高效算法後可能導致精度損失<br/>Adopting lightweight and efficient algorithms may result in reduced accuracy</li> </ul>   | 中期<br>Medium-term<br>長期<br>Long-term  | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> <li>下游<br/>Downstream</li> </ul> | <ul style="list-style-type: none"> <li>研發投入增加<br/>Increased R&amp;D investments</li> <li>運營成本上升<br/>Increased operating costs</li> <li>收入減少<br/>Reduced revenue</li> </ul>                                 | <ul style="list-style-type: none"> <li>加大綠色算法技術研發<br/>Increase R&amp;D for green algorithm technologies</li> <li>引入優秀人才，與合作夥伴、高校等開展產學研合作<br/>Attract top talent and engage in collaborative R&amp;D with partners and academic institutions.</li> </ul>              |
| 市場風險<br>Market Risk        | 客戶需求轉變，更傾向選擇低碳軟件<br>Shifting customer demand towards low-carbon software       | <ul style="list-style-type: none"> <li>未滿足客戶低碳軟件需求，導致訂單損失<br/>Loss of orders due to failure to meet customer demand for low-carbon software</li> <li>未能及時推出低碳軟件，導致市場份額損失<br/>Market share loss due to delays in launching low-carbon software</li> </ul>   | 中期<br>Medium-term<br>長期<br>Long-term  | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> <li>下游<br/>Downstream</li> </ul> | <ul style="list-style-type: none"> <li>研發投入增加<br/>Increased R&amp;D investments</li> <li>收入減少<br/>Reduced revenue</li> </ul>   | <ul style="list-style-type: none"> <li>加大低碳軟件開發，打造行業減碳方案<br/>Accelerate the development of low-carbon software and provide industry-specific carbon reduction solutions</li> <li>構建夥伴合作網絡<br/>Establish a robust partner collaboration network</li> </ul>            |
| 供應鏈風險<br>Supply Chain Risk | 供應鏈減碳壓力上升<br>Increased pressure on the supply chain to reduce carbon emissions | <ul style="list-style-type: none"> <li>未滿足客戶對企業碳減排規劃、產品碳足跡核算需求<br/>Failure to meet customer demands for corporate carbon reduction strategies and product carbon footprint accounting</li> <li>供應鏈碳排放數據缺失，難以識別高排放環節，影響碳排放核算完整性與準確性<br/>Lack of carbon emission data in the supply chain, making it difficult to identify high-emission processes, affecting the accuracy and comprehensiveness of carbon accounting</li> </ul> | 短期<br>Short-term<br>中期<br>Medium-term | <ul style="list-style-type: none"> <li>上游<br/>Upstream</li> <li>自身運營<br/>Kingdee's operations</li> </ul>   | <ul style="list-style-type: none"> <li>供應鏈管理和採購成本上升<br/>Increased supply chain management and procurement costs</li> <li>運營成本上升<br/>Increased operating costs</li> <li>收入減少<br/>Reduced revenue</li> </ul> | <ul style="list-style-type: none"> <li>完善可持續供應鏈管理體系<br/>Improve the sustainable supply chain management system</li> <li>建立全鏈碳追蹤管理系統，打造低碳供應鏈解決方案<br/>Establish a comprehensive carbon tracking management system, create low-carbon supply chain solutions</li> </ul> |
| 聲譽風險<br>Reputational Risk  | 氣候相關負面輿情導致聲譽受損<br>Negative climate-related public opinion damaging reputation  | <ul style="list-style-type: none"> <li>未及時與利益相關方進行溝通，產生負面輿情，導致金蝶聲譽及品牌形象受損<br/>Failure to communicate with stakeholders in a timely manner, leading to negative public opinion and damage to Kingdee's reputation and brand image</li> </ul>  | 長期<br>Long-term                       | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> </ul>                            | <ul style="list-style-type: none"> <li>收入減少<br/>Reduced revenue</li> <li>融資難度增加<br/>Increased financing difficulty</li> </ul>  | <ul style="list-style-type: none"> <li>通過定期報告、公告等方式公開透明披露氣候相關信息<br/>Regularly report and publicly disclose climate-related information through reports, announcements, etc.</li> <li>積極回應，主動溝通<br/>Actively respond, communicate proactively</li> </ul>              |

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

| 機遇名稱<br>Opportunities                    | 影響週期<br>Impact Duration               | 影響的價值鏈<br>Affected Value Chain  | 財務影響<br>Financial Impact   | 採取的行動<br>Actions   |
|--|---------------------------------------|---|--|--|
| 能源效率提升<br>Energy Efficiency Improvement  | 短期<br>Short-term<br>中期<br>Medium-term | <ul style="list-style-type: none"> <li>上游<br/>Upstream</li> <li>自身運營<br/>Kingdee's operations</li> <li>下游<br/>Downstream</li> </ul> | <ul style="list-style-type: none"> <li>運營成本降低<br/>Reduced operating costs</li> </ul>   | <ul style="list-style-type: none"> <li>通過推廣節能設備與技術、開展節能項目等系列舉措提高能源使用效率<br/>Improve energy usage efficiency through promoting energy-saving equipment and technologies, and implementing energy-saving projects</li> <li>通過優化能源使用結構降低傳統化石能源消耗，增加清潔能源的使用<br/>Optimize the energy usage structure to reduce traditional fossil energy consumption and increase the use of clean energy</li> </ul> |
| 綠色金融支持<br>Green Financial Support        | 中期<br>Medium-term<br>長期<br>Long-term  | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> </ul>   | <ul style="list-style-type: none"> <li>融資成本降低<br/>Reduced financing costs</li> <li>資金渠道擴展<br/>Expanded funding channels</li> </ul> | <ul style="list-style-type: none"> <li>因集團低碳轉型，獲取優惠貸款<br/>Obtained favorable loans due to the Group's low-carbon transformation</li> <li>因在ESG評級、披露等方面的優異表現，吸引投資者<br/>Attract investors due to excellent performance in ESG ratings, disclosures, etc.</li> </ul>  |
| 低碳產品開發<br>Low-carbon Product Development | 中期<br>Medium-term<br>長期<br>Long-term  | <ul style="list-style-type: none"> <li>自身運營<br/>Kingdee's operations</li> <li>下游<br/>Downstream</li> </ul>                          | <ul style="list-style-type: none"> <li>收入增加<br/>Increased revenue</li> </ul>   | <ul style="list-style-type: none"> <li>開發低碳解決方案，滿足客戶轉型需求，進一步提高市場份額<br/>Develop low-carbon solutions to meet customers' transition needs and further increase market share</li> <li>推出碳管理服務，覆蓋全供應鏈<br/>Launch carbon management services to cover the entire supply chain</li> </ul>  |

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

Based on scenario analysis and the assessment of climate risks and opportunities, we have defined the following 3 key climate strategy directions and developed corresponding action plans. We allocate four types of resources—Financial, HR, Technical, and Management—to continuously enhance the Group's climate resilience.

### 強化能效與資源管理，推進低碳運營 Enhancing Energy Efficiency and Resource Management, Promoting Low-Carbon Operations

我們通過持續強化能源管理能力，提升能源、資源使用效率；優化能源結構，增加可再生能源的使用；通過優化設計和精細化管理，建設綠色建築和綠色數據中心；加強員工節能環保宣傳，積極推行綠色辦公舉措等行動降低自身運營碳排放。

We continuously enhance energy management capabilities to improve energy and resource efficiency; optimize energy structure by increasing the use of renewable energy; construct green buildings and green data centers through optimized design and meticulous management; enhance employee energy-saving and environmental protection awareness, and actively promote green office initiatives to reduce carbon emissions from our operations.

北京園區正積極推進光伏建設工作。按照規劃，計劃 2026 年在北京園區安裝總裝機容量達 1.7MW 的光伏設備，為注入綠色動力。

The Beijing Park is actively promoting the construction of photovoltaic (PV) facilities. According to the plan, PV equipment with a total installed capacity of 1.7 MW is scheduled to be installed in the Beijing Park by 2026 to inject clean energy.

### 把握清潔技術機遇，推廣低碳產品與服務 Seizing Clean Technology Opportunities, Promoting Low-Carbon Products and Services

我們大力推動數字化和智能化等創新技術的應用，增強金蝶產品和服務的「線上協作，提效節能」特性，通過多端協同辦公助力客戶減少員工差旅能耗、本地化存儲能耗及紙質辦公耗材使用，進一步降低碳排放。

We vigorously promote the application of innovative technologies such as digitalization and intelligence, enhancing Kingdee's products and services with characteristics of "online collaboration, efficiency improvement, and energy saving". By enabling multi-platform collaborative office work, we help customers reduce energy consumption from employee travel, local storage, and paper office supplies, further reducing carbon emissions.

同時，我們積極佈局碳管理產品，開發行業低碳和循環經濟綠色解決方案，解決客戶供應鏈碳數據管理痛點，有效提升客戶碳足跡管理能力。

At the same time, we actively develop carbon management products and green solutions for low-carbon industries and circular economies to address customers' challenges in supply chain carbon data management and effectively enhance their carbon footprint management capabilities.

此外，我們加大綠色算法研發投入，在保障運算效能的前提下最大限度降低能耗，推動清潔技術與數字化轉型的深度融合。

Additionally, we increase R&D investment in green algorithms to minimize energy consumption while ensuring computing performance, driving deep integration of clean technology and digital transformation.

發佈「金蝶雲·星瀚低碳供應鏈解決方案」，助力客戶開展全生命週期碳管理。  
We released the "Kingdee Constellation Low-Carbon Supply Chain Solution" to assist customers in carrying out full life-cycle carbon management.

發佈「金蝶雲EBC 全流程廢鋼管理解決方案」，解決廢鋼判級難點，助力鋼企提高廢鋼循環利用效率。  
We released the "Kingdee Cloud EBC Full-Process Scrap Steel Management Solution" to solve the scrap steel grading challenge and help steel companies improve scrap steel recycling efficiency.

### 倡導綠色採購，攜手供應商打造低碳生態 Advocating Green Procurement, Collaborating with Suppliers to Build a Low-Carbon Ecosystem

我們通過優先採購低碳綠色用能設備，強化供應鏈碳排放數據管理，期望將環保理念傳遞給供應商，共同推動產業鏈的節能減碳。

We prioritize the procurement of low-carbon, energy-efficient equipment, strengthen supply chain carbon emission data management, and aim to transmit environmental protection concepts to our suppliers, jointly promoting energy saving and carbon reduction throughout the industry chain.

探索並推動將用能設備的環保資質、證書和能耗指標表現融入採購考量。

We explore and promote incorporating environmental qualifications, certificates, and energy consumption indicators of energy-using equipment into procurement considerations.

#### 4.2.3 風險管理 Risk Management

為應對氣候變化帶來的風險和機遇，金蝶國際已將氣候相關風險管理納入集團整體風險管理體系，並建立系統的氣候風險管理流程。戰略與可持續發展委員會在管理層協助下定期開展氣候相關風險和機遇的識別、評估和管理工作，並與相關職能部門合作制定應對方案，定期向董事會匯報。

To address climate-related risks and opportunities, Kingdee International has integrated climate-related risk management into the Group's overall risk management system and established a systematic climate-related risk management process. The Strategy and Sustainable Development Committee, with the support of management, regularly identifies, assesses, and manages climate-related risks and opportunities. It collaborates with relevant departments to develop response plans and reports to the Board of Directors regularly.

氣候風險管理與集團風險管理流程一致，涵蓋識別、評估、應對和監控與報告四個步驟：

Climate-related risk management is aligned with the Group's overall risk management process and includes four steps: identification, assessment, response, and monitoring/reporting:

#### 氣候風險識別 Climate Risk Identification

基於外部氣候相關政策及行業發展趨勢，通過利益相關方溝通、同業對標、市場調研等方式，結合自身運營現狀，識別可能對金蝶產生影響的氣候風險和機遇，初步建立本集團氣候風險與機遇清單。  
Based on external climate-related policies and industry development trends, and through stakeholder communication, peer benchmarking, and market research, combined with our current operational status, we identify climate-related risks and opportunities that may affect Kingdee and establish a preliminary list of climate-related risks and opportunities.

#### 氣候風險評估 Climate Risk Assessment

從風險發生可能性和對集團財務影響重要性兩個維度出發，覆蓋短、中、長期時間範圍，對各氣候風險和機遇開展氣候相關情景分析和評估，確定不同情境下風險和機遇的潛在影響和優先級，識別重大氣候風險和機遇。  
From the dimensions of "likelihood" and "financial impact on the Group", covering short-, medium-, and long-term timeframes, we conduct scenario analysis and evaluation of each climate-related risk and opportunities to determine the potential impacts and priorities under different scenarios and identifying material climate-related risks and opportunities.

#### 氣候風險應對 Response to Climate Risk

根據氣候風險評估結果，環境及應對氣候變化工作組協同相關職能部門討論並制定風險應對方案，並實施風險應對舉措。  
Based on the assessment results, the Environmental and Climate Change Task Force collaborates with relevant departments to develop and implement risk response plans.

#### 氣候風險監控與報告 Climate Risk Monitoring and Reporting

環境及應對氣候變化持續跟蹤氣候風險與機遇管理情況，並根據實際情況進行動態調整。工作組每半年向董事會戰略與可持續發展委員會進行氣候相關事宜的匯報，包括氣候風險與機遇管理情況與目標進展。戰略與可持續發展委員會每年向董事會匯報氣候戰略規劃與目標進展情況。  
The Environmental and Climate Change Task Force continuously tracks the management of climate-related risks and opportunities and dynamically adjusts strategies as needed. The Task Force reports to the Strategy and Sustainable Development Committee of the Board of Directors every six months on matters including the management status and progress of climate-related goals. The Strategy and Sustainable Development Committee reports annually to the Board of Directors on the progress of the climate-related strategy and targets..

## 4.2.4 指標與目標 Metrics and Targets

本集團每年設定碳減排目標，制定多項減排措施，定期跟蹤和評估目標達成情況。2025 年，集團溫室氣體排放目標如下：

The Group sets targets to reduce carbon emissions annually, formulates various emission reduction measures, and regularly tracks and evaluates progress towards achieving these targets. For FY 2025, the Group's GHG emission targets are as follows:

| 溫室氣體排放目標及年度進展 GHG Emission Targets and Annual Progress  |   |
|---|---|
| <p>• 短期目標 Short-term target</p> <p>以2025年度為基準，2026年：深圳、北京、上海、長沙四大園區範圍一和範圍二溫室氣體排放密度（tCO<sub>2</sub>e/百萬元營業額）同比下降6%</p> <p>Based on the 2025 figures, by 2026: Scope 1 and Scope 2 GHG emissions intensity (tCO<sub>2</sub>e per million revenue) for the Shenzhen, Beijing, Shanghai, and Changsha campuses will decrease by 6% year-on-year.</p>                              | <p>• 長期目標 Long-term target</p> <p>2060年實現自身運營層面的碳中和</p> <p>Achieve carbon neutrality for Kingdee's operations by 2060</p> |
| <p>• 中期目標 Medium-term target</p> <p>2030年實現自身運營層面的碳達峰</p> <p>Achieve carbon peak for Kingdee's operations by 2030</p>   |   |
| <p>2025 年目標達成情況 Achievement of targets for FY 2025</p> <p>深圳、北京、上海、長沙四大園區範圍一和範圍二溫室氣體排放密度（tCO<sub>2</sub>e/園區自用面積）降低<b>12.14%</b>，達成目標。</p> <p>The GHG emission intensity (tCO<sub>2</sub>e/self-used area of the campus) in Scope 1 and Scope 2 of the four major campuses in Shenzhen, Beijing, Shanghai, and Changsha decreased by <b>12.14%</b>, achieving the target.</p> |   |

## 溫室氣體排放盤查 GHG Emission Inventory

金蝶國際自 2016 年起開展溫室氣體排放梳理與核算，並從 2017 年起逐年披露，致力於提升排放數據的全面性與準確性。本年度，我們遵循 GHG Protocol 標準對集團運營層面和價值鏈層面的碳排放情況進行梳理，並根據《企業價值鏈（範圍三）核算與報告標準》逐步開展範圍三溫室氣體盤查。經梳理評估範圍三排放範疇，首次將「外購商品和服務」「資本商品」和「售出產品的使用」納入核算，在釐清碳排放邊界基礎上，對於可溯源數據應查盡查，在沒有實測值的情況下，對數據進行科學合理的估算，確保數據的科學性和準確性。

Kingdee International has been conducting GHG emission assessments and accounting since 2016 and has been disclosing this information annually since 2017, aiming to improve the completeness and accuracy of emission data. This year, we followed the GHG Protocol standards to assess carbon emissions for both the Group's operations and value chain, and gradually conducted Scope 3 GHG inventories in accordance with the *Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. Following the evaluation of Scope 3 emission categories, we included "purchased goods and services", "capital goods" and "use of sold products" in our accounting for the first time. Based on the clarified carbon emission boundaries, we conducted thorough investigations into all traceable data, and performed scientific and reasonable estimations for data without direct measurements, ensuring data accuracy and scientific integrity.

報告期內，我們的範圍一溫室氣體排放量為 321.44 噸二氧化碳當量，範圍二溫室氣體排放量為 7,928.17 噸二氧化碳當量，範圍三溫室氣體排放量為 109,750.71 噸二氧化碳當量，其中，類別 1—外購商品和服務排放量為 20,960.88 噸二氧化碳當量。類別 2—資本商品排放量為 1,170.93 噸二氧化碳當量。類別 6—商務旅行排放量為 8,213.32 噸二氧化碳當量。類別 7—員工通勤排放量為 7,031.63 噸二氧化碳當量。類別 11—售出產品的使用排放量為 72,373.95 噸二氧化碳當量。

During the reporting period, our Scope 1 GHG emissions were 321.44 tCO<sub>2</sub>e, Scope 2 GHG emissions were 7,928.17 tCO<sub>2</sub>e, and Scope 3 GHG emissions were 109,750.71 tCO<sub>2</sub>e, among which,

Category 1 - Purchased Goods and Services emissions were 20,960.88 tCO<sub>2</sub>e.

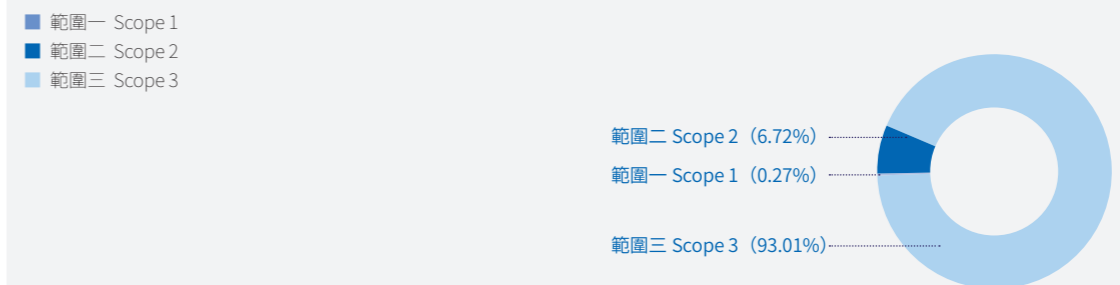
Category 2 - Capital Goods emissions were 1,170.93 tCO<sub>2</sub>e.

Category 6 - Business Travel emissions were 8,213.32 tCO<sub>2</sub>e.

Category 7 - Employee commuting emissions were 7,031.63 tCO<sub>2</sub>e.

Category 11 - Use of Sold Products emissions were 72,373.95 tCO<sub>2</sub>e.

範圍一、二、三溫室氣體排放佔比  
Scope 1, 2, and 3 GHG Emissions Proportions



範圍三溫室氣體排放佔比  
Scope 3 GHG Emissions Proportions



未來，金蝶將持續拓展範圍三核算覆蓋範疇，強化底層數據質量管控，推動數據覆蓋面與精確度進一步提升，為低碳發展策略制定提供更堅實的數據支撐。

In the future, Kingdee will continue to expand the scope of Scope 3 accounting coverage, strengthen the quality control of underlying data, drive further improvement in data coverage and accuracy, and provide more solid data support for the formulation of low-carbon development strategies.

## 溫室氣體減排量 GHG Emissions Reductions

### • 關鍵績效 Key Performance

報告期內，深圳園區：

During the reporting period, the Shenzhen campus:

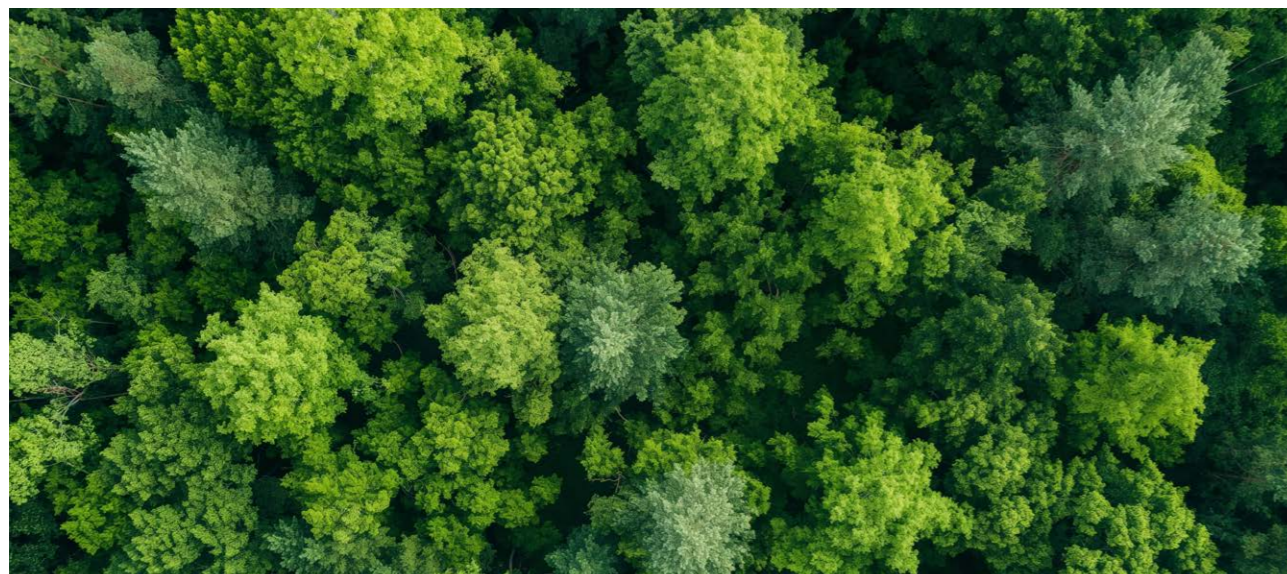
- 因減排舉措直接減少的溫室氣體排放量（範圍一）：**5.18** 噸二氧化碳當量<sup>1</sup>  
GHG emissions reduced due to emission reduction measures (Scope 1): **5.18** tCO<sub>2</sub>e<sup>1</sup>
- 因減排舉措直接減少的溫室氣體排放量（範圍二）：**98.86** 噸二氧化碳當量<sup>2</sup>  
GHG emissions reduced due to emission reduction measures (Scope 2): **98.86** tCO<sub>2</sub>e<sup>2</sup>
- 因減排舉措直接減少的溫室氣體排放量（範圍三）：**759.36** 噸二氧化碳當量<sup>3</sup>  
GHG emissions reduced due to emission reduction measures (Scope 3): **759.36** tCO<sub>2</sub>e<sup>3</sup>

#### 註：

1. 主要計算通過將辦公用車更換為電車、倡導減少辦公用車的使用，節省的傳統能源消耗。
2. 主要計算通過使用高效照明和設備、實施智能控制系統以及升級高效空調系統，節省的電力消耗。
3. 主要計算通過利用視頻會議減少商務差旅、實施廢棄物回收和再利用計劃減少的碳排放。

#### Note:

1. Mainly calculated based on the replacement of office vehicles with electric vehicles and promoting reduced usage of office cars, leading to savings in traditional energy consumption.
2. Mainly calculated based on electricity savings from the use of energy-efficient lighting and equipment, implementation of intelligent control systems, and upgrades to high-efficiency air conditioning systems.
3. Mainly calculated based on carbon emission reductions through reduced business travel via video conferencing and the implementation of waste recycling and reuse programs.



## 4.3 能源管理 Energy Management

金蝶國際高度重視節能降耗，根據《中華人民共和國節約能源法》《「十四五」節能減排綜合工作方案》及運營所在地相關法律法規與政策要求，制定並實施《節能降耗管理規定》《園區能源管理與節能減排制度》《節能運行管理制度》等管理制度，這些政策適用於金蝶園區內所有公共設施及管理機構，全面覆蓋電力、水資源及熱能的管理。

Kingdee International places great importance on energy conservation and consumption reduction. In accordance with the *Energy Conservation Law of the People's Republic of China*, the *Comprehensive Work Plan for Energy Conservation and Emission Reduction for the "14th Five-Year Plan" Period*, and relevant local law, and policy requirements, we have formulated and implemented management policies such as the *Regulations on Energy Conservation and Consumption Reduction*, the *Campus Energy Management and Energy Conservation & Emission Reduction System*, and the *Energy-Efficient Operation Management System*. These policies apply to all public facilities and management institutions within Kingdee Park, comprehensively covering the management of electricity, water resources, and thermal energy.

### 4.3.1 能源管理目標 Energy Management Targets

本集團從供應、運作和信息等方面實施全面能源管理，定期開展能源審核，識別提升能源利用效率的機會，增加清潔技術投資與研發且將清潔技術創新作為關鍵戰略目標之一，優化能源結構，並設定量化目標與常態化宣傳培訓機制，推動節能目標達成。

The Group implements comprehensive energy management across supply, operation, and information perspectives. We regularly conduct energy audits of our operations to identify opportunities to improve energy efficiency, increase investment in and R&D of clean technologies and takes clean technology innovation as one of the core strategies, optimizes the energy structure, sets quantitative targets and a normalized publicity and training mechanism, and promotes the achievement of energy-saving targets.

#### 能源管理目標及年度進展 Energy Management Targets and Annual Progress:

##### 2026 年目標 FY2026 Target

深圳、北京、上海及長沙四大園區電力使用密度（千瓦時/百萬營業額）同比下降**6%**  
Electricity consumption intensity (kWh per million in revenue) across the four major campuses in Shenzhen, Beijing, Shanghai, and Changsha decreased by **6%** year-over-year.

##### 2025 年目標達成情況 Achievement of targets for FY 2025

深圳、北京、上海及長沙四大園區合計電力使用密度（千瓦時/百萬營業額）同比下降**12.42%**，達成目標。  
The combined electricity consumption density (kWh/million revenue) of the four major parks in Shenzhen, Beijing, Shanghai, and Changsha decreased by **12.42%** year-on-year, achieving the target.

### 4.3.2 能源管理行動 Energy Management Actions

報告期內，我們採取多項舉措減少能源消耗，各園區定期開展節能專項行動，有效降低能源使用。

During the reporting period, we adopted multiple measures to reduce future energy consumption. Each campus regularly carried out regular special energy-saving initiatives, effectively lowering energy use.

#### 部署數字化能源管理平台，實現精細化管控

#### Deploy a Digital Energy Consumption Management Platform to Achieve Refined Control

為解決能源使用的「可視」與「可控」難題，金蝶深圳園區上線了數字化運營平台，實現了能源數據的模塊化統計、深度分析與智能診斷：

To address the challenges of "visibility" and "controllability" in energy use, Kingdee Shenzhen Park launched a digital operation platform, achieving modular statistics, in-depth analysis, and intelligent diagnosis of energy data:

##### 實時監控與智能預警 Real-Time Monitoring and Intelligent Early Warning

廣泛應用4G智能紅外監測、斷電監測及智能電錶技術，對租區及重點高耗能區域進行實時追蹤，及時識別能耗異常與安全隱患。  
Extensively applying 4G smart infrared monitoring, power outage monitoring, and smart meter technologies, real-time tracking is conducted on rental areas and key high-energy-consuming areas to promptly identify energy consumption anomalies and potential safety hazards.

##### 遠程自動化控制 Remote Automation Control

引入遠程控制系統，對照明、空調等核心設備進行集約化管理，大幅減少因人為疏忽導致的能源浪費。  
Introducing a remote control system to conduct centralized management of core equipment such as lighting and air conditioning, significantly reducing energy waste caused by human negligence.

##### 運行參數標準化 Operating Parameter Standardization

通過系統將空調溫度設定、照明開關時序等關鍵參數固化為標準策略，從源頭杜絕無序用能。  
Through the system, key parameters such as air conditioning temperature settings and lighting switch timings are solidified into standard strategies to prevent disorderly energy consumption from demand-side.

### 深化節能技改與循環利用

### Deepening Energy-Saving Technological Transformation and Recycling Utilization

我們在基礎設施運營中積極引入高效節能技術，提升能源使用效率：

We actively introduce high-efficiency energy-saving technologies in infrastructure operation to enhance energy utilization efficiency:

#### 智能照明系統 Intelligent Lighting System

全面採用LED節能燈具，並配套智能控制系統，根據人流量和自然光照強度自動調節亮度，實現「按需照明」。  
Fully adopt LED energy-saving lighting fixtures, and be equipped with an intelligent control system that automatically adjusts brightness according to the number of people and natural light intensity, achieving "lighting on demand".

#### 餘熱回收利用 Waste Heat Recovery and Utilization

創新性地利用北京園區中央空調產生的餘熱進行供暖，有效提升能源綜合利用率，降低熱能損耗。  
Innovatively utilizing the waste heat generated by the central air conditioning system in the Beijing Park for heating effectively improves the comprehensive energy efficiency and reduces heat energy loss.

#### 運營績效與多重效益

#### Operational Performance and Multiple Benefits

得益於上述數智化管理與技術改造的實施，金蝶在環境、經濟與社會效益上取得了顯著成果：

Thanks to the implementation of the above-mentioned digital and intelligent management and technological transformation, Kingdee has achieved remarkable results in environmental, economic, and social benefits:

- **能效提升：**辦公區單位面積電力消耗密度（kWh/m<sup>2</sup>）實現同比下降。  
**Energy Efficiency Improvement:** The electricity consumption density per unit area (kWh/m<sup>2</sup>) in the office area has decreased year-on-year.
- **成本優化：**自動化巡檢替代了部分傳統人工操作，推動相關人力運營成本降低約15%。  
**Cost Optimization:** Automated inspection has replaced some traditional manual operations, driving a reduction of approximately 15% in related human resource operating costs.
- **安全增強：**通過系統預警與遠程及時管控，園區安全風險事件發生率降低約20%，保障了業務的連續性與安全性。  
**Enhanced Safety:** Through system early warnings and remote real-time control, the incidence of safety risk events in the park has been reduced by approximately 20%, ensuring business continuity and safety.

### 4.3.3 綠色低碳數據中心運營 Green and Low-Carbon Data Center Operations

金蝶致力於構建高效、低碳的雲基礎設施。通過持續的技術升級與精細化管理，我們位於金蝶深圳園區的數據中心建設工程按計劃推進，並於 2025 年 12 月 31 日順利完工交付。經過節能改造與技術迭代，該數據中心的電源使用效率（PUE）由建設前的 1.6 顯著優化至約 1.4，標誌著我們在提升能源利用效率方面取得了實質性進展。這一指標優於行業平均水平，展現了金蝶在支持國家「雙碳」目標及響應客戶綠色算力需求方面的堅定承諾。

Kingdee is committed to building efficient and low-carbon cloud infrastructure. Through continuous technological optimizes and refined management, the construction project of our data center located in Kingdee Shenzhen Park has been progressing as planned and was successfully completed and delivered on December 31, 2025. After energy efficiency improvement renovations and technological iterations, the Power Usage Effectiveness (PUE) of this data center has been significantly optimized from 1.6 before construction to approximately 1.4, marking substantial progress in our efforts to improve energy utilization efficiency. This indicator outperforms the industry average, demonstrating Kingdee's firm commitment to supporting the country's "dual carbon" goals and responding to customers' green computing power needs.

### 節能技術與精細化運營 Energy-Saving Technologies & Operations

為實現上述能效目標，我們在數據中心的設計與運營中廣泛應用了先進節能技術：

To achieve the above energy efficiency goals, we have widely applied advanced energy-saving technologies in the design and operation of data centers:

#### 製冷系統升級 Refrigeration System Upgrade

採用冷熱通道隔離技術，杜絕冷熱氣流混合；部署行級變頻空調，配置高能效比渦旋式壓縮機並使用 R410A 環保製冷劑，在提升製冷效率的同時減少對臭氧層的破壞。

Adopt hot and cold aisle containment technology to prevent the mixing of hot and cold airflows; deploy row-level variable frequency air conditioners, equipped with high energy efficiency ratio scroll compressors and used R410A environmentally friendly refrigerant, which improves cooling efficiency while reducing damage to the ozone layer.

#### 智能群控管理 Intelligent Group Control Management

引入機房空調群控系統，通過實時數據採集與精細化控制，實現了自動輪巡、自動層疊等智能運行策略，確保存儲與計算設備在最優能耗區間運行。

By introducing the computer room air conditioning group control system, through real-time data collection and refined control, intelligent operation strategies such as automatic polling and automatic cascading have been implemented, ensuring that storage and computing equipment operate within the optimal energy consumption range.

#### 服務器虛擬化 Server Virtualization

通過提升服務器資源利用率來降低能耗，目前數據中心服務器虛擬化率已達到83%。這一舉措大幅減少了物理服務器的數量需求，從源頭上降低了電力消耗與碳足跡。

By improving server resource utilization to reduce energy consumption, the virtualization rate of servers in data centers has now reached 83%. This measure has significantly reduced the demand for physical servers, thereby reducing power consumption and carbon footprint at the source.

### 綠色採購與供應鏈管理 Green Procurement & Supply Chain Management

金蝶將環境標準延伸至供應鏈管理環節，通過綠色採購推動產業鏈協同減碳：

Kingdee extends environmental standards to the supply chain management process and promotes coordinated carbon reduction in the industrial chain through green procurement:

#### 供應商准入 Supplier Admission

在數據中心建設招標階段，我們強制要求投標單位具備 ISO 14001環境管理體系及 ISO 50001能源管理體系認證。During the tendering phase of data center construction, we mandate that tendering units possess ISO 14001 Environmental Management System and ISO 50001 Energy Management System certification.

#### 設備能效標準 Equipment Energy Efficiency Standards

針對關鍵基礎設施，我們要求微模塊產品需提供符合《微模塊產品PUE測試規範》且PUE<1.2的認證證書，並優先選擇通過5A級綠色企業認證的供應商。

For critical infrastructure, we require that micro-module products provide a certification that complies with the *Micro-module Product PUE Test Specification* and PUE < 1.2, and give priority to suppliers that have passed 5A Green Enterprise Certification.

#### 全生命週期管理 Full Lifecycle Management

在服務器等IT設備招標中，強制要求供應商提供通過節能認證的產品；In the tendering for IT equipment such as servers, suppliers are required to provide products that have passed energy-saving certification;

針對廢舊設備處理，僅允許具備質量、環境及職業健康安全（OHS）管理體系認證的資質企業參與回收投標，確保電子廢棄物得到合規處置。

Regarding the disposal of obsolete equipment, only qualified enterprises with certifications for quality, environmental, and occupational health and safety (OHS) management systems are allowed to participate in recycling bidding to ensure that electronic waste is disposed of in compliance with regulations.

## 基礎設施韌性與可用性 Infrastructure Resilience & Availability

在追求綠色的同時，我們高度重視數據中心的安全與連續性，以保障金蝶雲服務的高可用性：

While pursuing green initiatives, we highly prioritize the security and continuity of data centers to ensure the high availability of Kingdee Cloud Services:

### 冗餘架構設計 Redundant Architecture Design

供電系統採用 2N 架構的 UPS 與發電機配置，關鍵製冷系統遵循 N+1 冗餘設計標準。  
The power supply system uses a 2N architecture UPS and generator configuration, and the critical cooling system follows the N+1 redundant design standard.

### 系統容錯能力 System Fault Tolerance

結合同行級變頻空調的引入，我們全面提升了基礎設施的容錯能力，確保在極端情況或設備故障下，數據中心仍能保持連續、穩定的運行，為客戶提供可靠的雲服務保障。  
Combined with the introduction of row-level variable frequency air conditioners, we have comprehensively enhanced the fault tolerance of the infrastructure to ensure that the data center can maintain continuous and stable operation under extreme conditions or equipment failures, providing reliable cloud service guarantees for customers.



## 4.4 水資源管理 Water Resource Management

金蝶國際嚴格遵守《中華人民共和國水法》《中華人民共和國水污染防治法》等相關法律法規，制定《水資源管理制度》《水資源效率管理計劃》等制度，通過監控用水情況，實施多項節水措施，推動水資源利用效率持續提升。

Kingdee International strictly complies with relevant laws and regulations 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*. We have formulated policies such as the *Water Resources Management System* and the *Water Efficiency Management Plan*. By monitoring water usage and implementing multiple water conservation measures, we continue to improve water use efficiency.

### 4.4.1 水資源管理策略與目標 Water Resource Management Strategies and Targets

金蝶深刻認識到水資源對生態環境的重要性，積極響應國家節水行動號召。作為數字化轉型的領航者，我們將數字技術融入園區運營，建立「技術節水、管理節水、意識節水」三位一體的水資源管理體系，致力於構建綠色、高效的智慧樓宇。

Kingdee deeply recognizes the importance of water resources to the ecological environment and actively responds to the national call for water conservation actions. As a leader in digital transformation, we integrate digital technologies into park operations, establish a three-in-one water resource management system of "technological water conservation, management water conservation, and awareness water conservation", and are committed to building green and efficient smart buildings.

依託金蝶在企業數字化領域的深厚積累，深圳園區引入了「AIoT 智能物聯網管控平台」，實現了水資源管理的精細化與智能化轉變：

Relying on Kingdee's profound accumulation in the field of enterprise digitalization, the Shenzhen Park has introduced the "AIoT Intelligent Internet of Things Management and Control Platform", achieving a refined and intelligent transformation in water resource management:

#### 實時監測與智能決策 Real-time Monitoring and Intelligent Decision-Making

平台對空調冷凍水等關鍵用水節點進行全天候實時監測。結合 AI 算法分析，系統能精準定位異常流量及潛在漏水點，並具備自動關閥功能，有效遏制「隱形」水耗。  
The platform conducts 24/7 real-time monitoring of key water consumption nodes such as air conditioning chilled water. Combining with AI algorithm analysis, the system can accurately locate abnormal flow and potential water leakage points, and has an automatic valve closing function, effectively curbing "invisible" water consumption.

#### 按需供給 On-Demand Supply

基於數據分析優化設備運行策略，實現了從「按計劃供水」向「按需供水」的轉變，將被動檢修升級為主動預防，顯著提升了園區的整體用水效率。  
Based on data analysis, the equipment operation strategy has been optimized, achieving a transformation from "water supply by plan" to "water supply on demand", upgrading passive maintenance to proactive prevention, and significantly improving the overall water use efficiency of the park.

## 水資源管理目標及年度進展 Water Resources Management Targets and Annual Progress

### 2026 年目標 FY 2026 Target

深圳、上海、北京及長沙四大園區用水量（噸用水量/百萬營業額）同比下降**6%**。  
The water consumption intensity (tons of water consumed per million revenue) across the four major campuses in Shenzhen, Shanghai, Beijing, and Changsha decreased by **6%** year-on-year.

### 2025 年目標達成情況 2025 Target Achievement Status

深圳、北京、上海及長沙四大園區合計用水密度（噸用水量/百萬營業額）同比增加**24.32%**，目標未達成。  
The combined water consumption density (tons of water consumption per million revenue) of the four major parks in Shenzhen, Beijing, Shanghai, and Changsha increased by **24.32%** year-on-year, and the target was not achieved.

## 4.4.2 水資源管理行動 Water Resource Management Actions

報告期內，我們開展多項節水舉措，各園區定期開展節水專項行動，有效提高用水效能。

During the reporting period, we carried out a variety of water-saving initiatives. Each campus regularly conducted special water-saving actions to improve efficiency.

### 硬件升級，源頭減量 Hardware Upgrades, Source Reduction (Hardware Upgrades)

我們在園區範圍內全面推廣高效節水器具與技術，從源頭降低單位用水量：

We have comprehensively promoted high-efficiency water-saving appliances and technologies within the park to reduce unit water consumption at the source:

#### 器具改造 Appliance Upgrade

完成了全樓衛生間及茶水間的節水改造，將傳統潔具全部更換為感應式限流器具，馬桶升級為雙檔節水型，大幅減少生活用水浪費。  
Completed water-saving upgrades for all bathrooms and tea rooms in the building, replacing all traditional fixtures with sensor-activated flow-restricting appliances, and upgrading toilets to dual-flush water-saving models, significantly reducing domestic water waste.

#### 綠化灌溉 Greening Irrigation

摒棄大水漫灌方式，在園區綠化維護中全面採用滴灌、噴灌等高效節水灌溉技術，提高灌溉水的利用率。  
Abandon the flood irrigation method and fully adopt drip irrigation, sprinkler irrigation and other high-efficiency water-saving irrigation technologies in the greening maintenance of the park to improve the utilization rate of irrigation water.

## 循環利用，精細運維 Recycling & Operations

我們積極探索非常規水資源的利用，並建立了嚴格的日常巡檢機制（符合 CSA 關於水回收利用的要求）：

We actively explore the utilization of unconventional water resources and have established a strict daily inspection mechanism (meeting CSA requirements for water recycling):

### 雨水回收系統 Rainwater Recycling System

投入使用屋頂雨水收集系統，收集的雨水經過處理後用於綠植澆灌及地面清潔。目前，該系統月均回收雨水10立方米，有效替代了同等量的自來水消耗。  
A rooftop rainwater collection system has been put into use. The collected rainwater is treated and used for watering greenery and cleaning the ground. Currently, this system recycles an average of 10 cubic meters of rainwater per month, effectively replacing an equivalent amount of tap water consumption.

### 管網檢漏 Water Pipeline Network Leak Detection

堅持「每日人工核査+定期全面檢漏」相結合。我們對供水管網進行了3輪全面檢漏，成功整改滲漏點15處；通過每日記錄與倒推用水情況，確保用水異常能夠被及時發現並處置。  
We adhere to the combination of "daily manual inspection + regular comprehensive leak detection". We have conducted 3 rounds of comprehensive leak detection on the water supply pipeline network, successfully rectifying 15 leakage points; by daily recording and backtracking water usage, we ensure that abnormal water usage can be promptly detected and addressed.

## 文化倡導，全員參與 Culture Advocacy and Full Staff Participation (Culture & Engagement)

我們深知員工是節水行動的核心力量，通過宣教與激勵機制並舉，營造全員節水的企業文化：

We are well aware that employees are the core force in water conservation initiatives. By combining education and incentive mechanisms, we create a corporate culture of water conservation involving all employees:

### 宣傳與培訓 Promotion and Training

每年舉辦「節水週」主題活動，通過講座、展覽及張貼溫馨提示等形式，提升員工節水意識（符合CSA關於員工意識培訓的要求）。  
Each year, a themed event called "Water Conservation Week" is held, and through forms such as lectures, exhibitions, and posting warm reminders, employees' awareness of water conservation is enhanced (meeting the requirements of CSA regarding employee awareness training).

激勵機制 Incentive Mechanism

設立專項節水獎勵機制，對達到節水、節能指標的部門給予表彰和獎勵，充分調動全員參與綠色運營的積極性。  
Establish a special water-saving incentive mechanism to recognize and reward departments that meet water-saving and energy-saving targets, fully mobilizing the enthusiasm of all employees to participate in green operations.

## 4.5 排放與廢棄物管理 Emissions and Waste 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環境防治法》等相關法律法規。為實現從源頭減量到末端處置的全生命週期管理，集團制定並發佈了《廢棄物管理計劃（Waste Management Plan）》。在此基礎上，針對具體運營場景，細化實施了《園區環境保護與廢棄物管理制度》《污水收集與排放管理制度》及《固體廢棄物分類處置管理制度》，構建了「集團統籌、園區落地、全員參與」的閉環管理體系。以上制度體系覆蓋金蝶集團所有生產和運營環節，包括辦公園區、數據中心、食堂及行政運營區域，適用於全體員工、駐場承包商及相關合作夥伴。

Kingdee International strictly adheres to relevant laws and regulations such as the *Water Pollution Prevention and Control Law of the People's Republic of China*, the *Atmospheric Pollution Prevention and Control Law of the People's Republic of China*, and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes*. To achieve full life cycle management from source reduction to end-of-life disposal, the Group has formulated and issued the *Waste Management Plan (WMP)*. On this basis, in response to specific operational scenarios, we have refined and implemented the *Park Environmental Protection and Waste Management System*, the *Sewage Collection and Discharge Management System*, and the *Solid Waste Classification and Disposal Management System*, establishing a closed-loop management system of "group overall planning, park implementation, and all staff participation". The above system covers all production and operational links of Kingdee, including office parks, data centers, canteens, and administrative operation areas, and applies to all employees, on-site contractors, and relevant partners.



### 4.5.1 排放與廢棄物管理策略與目標 Emissions and Waste Management Strategies and Targets

金蝶秉持「源頭減量 (Reduce)、再利用 (Reuse)、循環利用 (Recycle)、無害化處置 (Render harmless)」的 4R 原則，制定並執行《垃圾分類作業指導書》。我們通過數字化手段推動全流程無紙化辦公，從源頭降低資源消耗；在運營端實施精細化分類與合規管控，最大化廢棄物的資源價值，致力於實現運營廢棄物的環境零負擔。

Kingdee adheres to the 4R principles of "Reduce at source, Reuse, Recycle, and Render harmless", and formulates and implements the *Waste Classification Operation Instruction Manual*. We promote paperless office work throughout the entire process through digital means to reduce resource consumption at the source; implement refined classification and compliance control at the operational end to maximize the resource value of waste, and are committed to achieving zero environmental burden from operational waste.

### 具體減排與資源化措施 Specific Emission Reduction and Resource Utilization Measures

| 行動類別<br>Action Category  | 具體範疇<br>Specific Category               | 核心舉措<br>Core Measures  |
|--|---|--|
| 源頭減量：數字化與綠色辦公<br>Source Reduction: Digitalization and Green Office | 全面無紙化<br>Full Paperless                 | 依託金蝶雲蒼穹OA系統，推行全流程電子簽章與無紙化審批；在辦公區強制設定打印機為雙面打印模式，大幅減少辦公用紙消耗。<br>Relying on the Kingdee Cosmic OA system, we implement full-process electronic signatures and paperless approval; in the office area, we enforce the setting of printers to double-sided printing mode, significantly reducing office paper consumption.  |
|  | 去一次性用品化<br>Eliminating Single-Use Items | 辦公區全面取消一次性紙杯與餐具，統一配備可重複使用的水杯；嚴格管控辦公一次性用品採購，優先選擇簡包裝物資。<br>In the office area, disposable paper cups and tableware are completely phased out, and reusable water cups are uniformly provided; strict control is exercised over the procurement of disposable office supplies, with preference given to simply packaged materials.  |
|  | 綠色餐飲與包裝<br>Green Catering and Packaging | 員工食堂推行「光盤行動」，倡導按需取餐；在員工關懷禮品中棄用塑料包裝，轉而採用藤籃（可作收納箱）、軟木屑等可生物降解或重複利用的材質。<br>The staff canteen has implemented the "Clean Plate Campaign" to advocate taking food according to need; in employee care gifts, plastic packaging has been discarded in favor of biodegradable or reusable materials such as rattan baskets (which can be used as storage boxes) and soft wood chips. |

| 行動類別<br>Action Category  | 具體範疇<br>Specific Category                               | 核心舉措<br>Core Measures   |
|--|---|---|
| 資源循環：物資再生<br>Resource Recycling; Material Recycling                            | 物資循環<br>Material Cycle                                  | 設立快遞包裝統一回收點，鼓勵紙箱循環使用；針對紙張、塑料、金屬等可回收物，建立定期回收機制，交由合規回收商進行資源化處理。<br>Establish unified recycling points for express delivery packaging, encourage the recycling of cardboard boxes; for recyclable materials such as paper, plastic, and metal, establish a regular recycling mechanism and hand them over to compliant recyclers for resource utilization.   |
|  | 水資源回用<br>Water Resource Reuse                           | 實施「輕度—重度」多級用水模式，並收集雨水及採購達標中水用於園區綠化微噴灌溉，通過一水多用減少廢水排放。<br>Implement a multi-level water use model of "light - heavy", collect rainwater and purchase up-to-standard reclaimed water for micro-spray irrigation of greening in the park, and reduce wastewater discharge through multi-purpose use of water.   |
|  | 有機循環<br>Organic Cycle                                   | 食堂廚餘垃圾由專業機構清運，進行堆肥等資源化利用，實現有機廢棄物變廢為寶。<br>Kitchen waste from the canteen is collected and transported by professional agencies for resource utilization such as composting, turning organic waste into valuable resources.   |
| 環境影響管控：合規處置<br>Environmental Impact Management and Control: Compliant Disposal | 電子廢棄物專項管理<br>Specialized Management of Electronic Waste | 針對軟件企業特有的報廢電子設備、硒鼓、墨盒等，建立專項回收流程，交由具備資質的第三方機構進行環保拆解與無害化處理。<br>For the specific waste electronic equipment, toner cartridges, ink cartridges, etc. of software enterprises, a special recycling process will be established and handed over to qualified third-party institutions for environmental-friendly disassembly and harmless treatment.  |
|  | 污染防控升級<br>Upgrade of Pollution Prevention and Control   | 2024年對垃圾房設施進行升級，增設空氣質量在線監測系統與自動消毒設備，有效管控異味；生活污水經化糞池、隔油池預處理，廚房油煙經獨立煙道淨化，確保排放物100%達標。<br>In 2024, the garbage room facilities were upgraded, with the addition of an online air quality monitoring system and automatic disinfection equipment to effectively control odors; domestic sewage is pre-treated by septic tanks and oil separators, and kitchen fumes are purified through independent flues to ensure that 100% of emissions meet the standards. |

## 4.5.2 廢棄物分類管理與處置 Waste Classification and Disposal

金蝶嚴格遵循《中華人民共和國固體廢物污染環境防治法》及《生活垃圾分類管理條例》，在集團運營範圍內實施精細化的廢棄物分類管理體系。公司各場所應安排專人負責廢棄物分類數據的收集與統計工作，相關數據須經對應職能部門定期進行核實驗證，確保信息真實、準確、可追溯，為持續提升環境管理績效提供堅實的數據支撐。

Kingdee strictly adheres to the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes* and the *Regulations on the Management of Domestic Waste Classification*, and implements a refined waste classification management system within the scope of the Group's operations. Each location of the Company shall assign a dedicated person to be responsible for the collection and statistics of waste classification data. The relevant data must be regularly verified and validated by the corresponding functional departments to ensure that the information is true, accurate, and traceable, providing solid data support for continuously improving environmental

| 分類<br>Classification | 排放類型<br>Emission Type  | 處置方式<br>Disposal Method  |
|----------------------|--|--|
| 廢水<br>Wastewater     | 生活污水、食堂排放的污水<br>Domestic sewage, sewage discharged from canteens   | <ul style="list-style-type: none"> <li>• <b>源頭控制</b>：定期檢查並開展污水管網的清掏，杜絕因管理不善導致的跑、冒、滴、漏現象；<br/><b>Source control</b>: Regularly inspect and carry out cleaning of sewage pipe networks to prevent occurrences of leakage, overflow, dripping, and seepage caused by poor management;</li> <li>• <b>衛生間污水</b>：須經化糞池處理後，排入污水管道；<br/><b>Bathroom sewage</b>: Must be treated by a septic tank before being discharged into the sewage pipeline;</li> <li>• <b>食堂污水</b>：需經濾網、隔油池去油後，排入污水管道。<br/><b>Canteen wastewater</b>: After being deoiled through a strainer and an oil separator, it should be discharged into the sewage pipeline.</li> </ul> |
| 廢氣<br>Exhaust Gas    | 廚房油煙、應急發電機廢氣<br>Kitchen lampblack, emergency generator exhaust gas | <ul style="list-style-type: none"> <li>• <b>廚房油煙</b>：設置獨立煙道排煙；<br/><b>Kitchen fumes</b>: Install an independent flue for exhaust;</li> <li>• <b>發電機廢氣</b>：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。<br/><b>Generator exhaust</b>: The exhaust gas generated during operation is discharged after being purified or isolated in accordance with the equipment's usage requirements.</li> </ul>   |

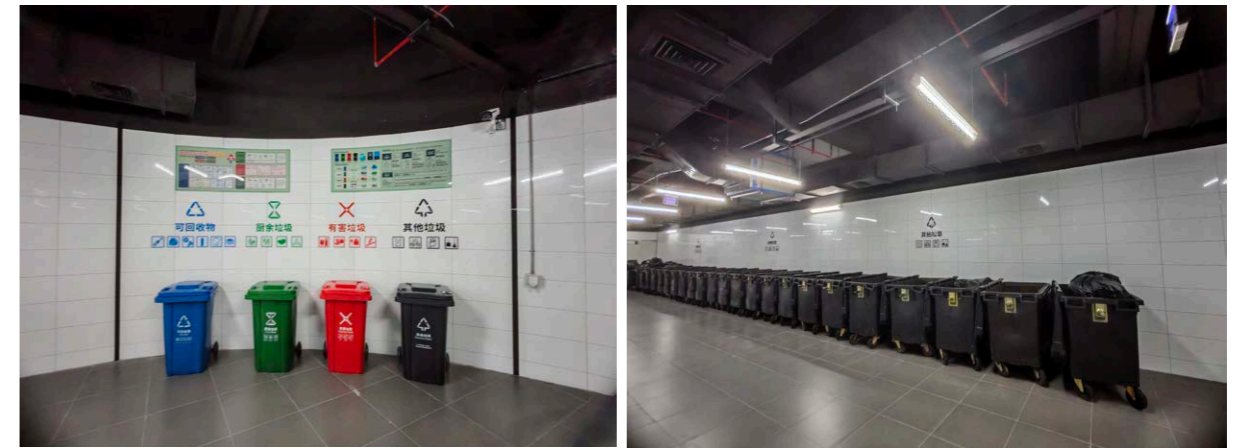
| 分類<br>Classification      | 排放類型<br>Emission Type   | 處置方式<br>Disposal Method  |
|---------------------------|---|--|
| 無害廢棄物<br>Harmless Waste   | 可回收廢棄物（如紙類、木頭類、塑料類、金屬類以及可回收利用的電子廢棄物等）、不可回收廢棄物、廚餘垃圾等<br>Recyclable waste (such as paper, wood, plastics, metals, and recyclable electronic waste, etc.), non-recyclable waste, food waste, etc.  | <ul style="list-style-type: none"> <li><b>分類收集：</b>物業人員每日定時收集分類垃圾至資源回收站進行二次分揀與分區存放；<br/><b>Sorting and collection:</b> Property staff collect sorted waste daily at a fixed time and transport it to the resource recycling station for secondary sorting and zoned storage;</li> <li><b>清運機制：</b>與合規回收商建立了每週清運機制，嚴禁私自處理。<br/><b>Waste disposal mechanism:</b> A weekly waste disposal mechanism has been established with compliant recyclers, and unauthorized disposal is strictly prohibited.</li> </ul>   |
| 有害廢棄物<br>Hazardous Waste  | 廢電池、廢熒光燈管、硒鼓、墨盒、接觸過化學用品的用具或材料（如顏料盒、油漆桶、殺蟲劑罐等）<br>Waste batteries, waste fluorescent tubes, toner cartridges, ink cartridges, tools or materials that have come into contact with chemicals (such as paint boxes, paint buckets, insecticide cans, etc.) | <ul style="list-style-type: none"> <li><b>暫存管理：</b>在資源回收站設置專用密封容器進行分類暫存；<br/><b>Temporary storage management:</b> Set up dedicated sealed containers in the resource recycling station for classified temporary storage;</li> <li><b>專業處置：</b>委託持有危廢處置資質的專業環保科技公司進行統一運輸、分揀與貯存；<br/><b>Professional disposal:</b> Entrust a professional environmental protection technology company with hazardous waste disposal qualifications to carry out unified transportation, sorting, and storage;</li> <li><b>處置原則：</b>嚴格遵循「資源化回收+無害化處理」原則，承諾無非法焚燒與填埋。<br/><b>Disposal principle:</b> Strictly adhere to the principle of "resource recycling + harmless treatment", and commit to no illegal incineration or landfill.</li> </ul>   |
| 電子廢棄物<br>Electronic Waste | 電子設備<br>Electronic equipment  | <ul style="list-style-type: none"> <li><b>數據安全擦除：</b>所有淘汰的電子設備必須經過專業軟件全盤格式化及物理消磁雙重處理，全程專人監督並留存擦除記錄，確保信息安全零洩露；<br/><b>Data security erasure:</b> All obsolete electronic devices must undergo dual processing of full-disk formatting with professional software and physical degaussing, with dedicated personnel overseeing the entire process and retaining erasure records to ensure zero information security breaches;</li> <li><b>環保合規處置：</b>經脫敏處理後的設備交由具備電子廢棄物處置資質的合作商進行分類拆解。電路板、金屬等進行資源化回收，不可利用部件進行無害化處置，嚴禁違規丟棄或非正規渠道流通。<br/><b>Environmentally compliant disposal:</b> Equipment after desensitization treatment is handed over to a partner with e-waste disposal qualifications for classified disassembly. Circuit boards, metals, etc. are recycled for resource utilization, while non-reusable components are disposed of harmlessly. Illegal discarding or circulation through non-regular channels is strictly prohibited.</li> </ul> |

### 管理創新：智能化垃圾房

#### Management Innovation: Intelligent Garbage Room

2025年，深圳金蝶雲大廈正式啟用新建標準化垃圾房，樹立了廢棄物管理的硬件新標杆。該設施通過聯動排風新風置換系統減少人工干預與異味擴散，利用門禁自動控制實現強制管理，並將管理制度上牆公示。通過每日記錄垃圾清運量，我們實現了廢棄物管理的數據化與精細化，為持續改進環境績效提供了堅實基礎。

In 2025, Shenzhen Kingdee Cloud Building officially launched a newly built standardized waste room, setting a new benchmark for waste management hardware. This facility reduces manual intervention and odor diffusion through the linked exhaust and fresh air replacement system, uses automatic access control to implement mandatory management, and posts the management system on the wall for public notice. By recording the daily waste removal volume, we have achieved data-driven and refined waste management, providing a solid foundation for continuous improvement of environmental performance.



## 4.6 綠色建築 Green Building

金蝶持續提升持有物業的綠色資產價值。金蝶雲大廈於 2025 年 12 月成功獲得 LEED v4 BD+C（建築設計與建設：核心與外殼開發）鉑金級認證。作為全球綠色建築領域的最高級別榮譽，這標誌著金蝶在辦公物業的建築規劃、能效設計及可持續建設方面均達到了國際頂尖水平。

Kingdee continuously enhances the value of green assets in its owned properties. Kingdee Cloud Building successfully obtained the December 2025 LEED v4 BD+C (Building Design and Construction: Core & Shell Development) Platinum certification. As the highest honor in the global green building field, this signifies that Kingdee has reached the international top level in building planning, energy efficiency design, and sustainable construction of its office properties.



金蝶雲大廈 LEED 鉑金級證書  
Kingdee Cloud Building LEED Platinum Certificate

## 綠色建材與循環經濟 Green Building Materials and Circular Economy

在建材採購環節，我們秉持綠色優先的實踐原則，優先選用獲得國家及國際綠色認證的材料，推動供應鏈的綠色轉型。

In the building material procurement process, we adhere to the practical principle of prioritizing green initiatives, giving preference to materials that have obtained national and international green certifications, and promoting the green transformation of the supply chain.

### 採購標準 Procurement Standards

本年度重點採購了低VOC塗料（十環認證）、FSC認證實木地板、再生塑料辦公傢俱及Low-E節能玻璃（國家綠色建材認證）。  
This year, the focus was on procuring low-VOC paints (Ten-Ring Certification), FSC-certified solid wood panels, recycled plastic office furniture, and Low-E energy-saving glass (National Green Building Materials Certification).

### • 關鍵績效 Key Performance

- 在本年度的新建及存量改造項目中，綠色建材應用比例已超過 **95%**，從源頭減少了室內環境污染與隱含碳排放。  
In this year's new construction and existing building renovation projects, the application rate of green building materials has exceeded **95%**, reducing indoor environmental pollution and embodied carbon emissions from the source.



## 獨立審驗聲明

### 介紹

萊茵技術（上海）有限公司，是德國萊茵 TÜV 集團成員之一（簡稱“萊茵”或“我們”），受金蝶國際軟體集團有限公司（簡稱“金蝶國際”或“公司”）的委託針對其 2025 年環境、社會及管治（ESG）報告（簡稱“報告”）做獨立第三方審驗。報告披露了金蝶國際在 2025 財年內（2025 年 1 月 1 日至 2025 年 12 月 31 日）的可持續發展資訊。

### 職責

金蝶國際不僅負責可持續發展報告的準備以及符合適用報告準則的可持續發展資訊收集與提報，而且有義務落實和維護有效的資訊和數據的內控以支持報告編撰流程。

TÜV 萊茵的可持續資訊審驗活動，是在符合 ISO/IEC 17029:2019 標準要求的品質管理體系下運作的，並恪守 TÜV 萊茵全球職業道德合規守則。我們的審驗服務遵循獨立性和公正性原則，並不參與金蝶國際的報告準備。本次審驗專案由具備相應可持續性議題專業知識和審驗經驗的團隊執行。萊茵的職責是依據審驗協定以及約定的審驗工作範疇執行獨立審驗工作，並對可持續發展報告做出獨立和公正的職業判斷。

### 審驗標準

TÜV 萊茵依據 AccountAbility AA1000 審驗標準第三版（AA1000AS v3），針對金蝶國際選擇的特定績效指標（參見本聲明中的附錄）及其非財務定性資訊（包括實質性評估、利益相關方參與、實質性影響、風險與機遇（IRO）相關的議題管理等）按類型-2 和中度等級進行審驗。

### 審驗目的

審驗旨在為金蝶國際管理層和關注該公司可持續發展資訊與績效的利益相關方提供獨立的審驗觀點，具體包括：審查並評估可持續發展報告和披露遵循 AA1000AP（2018）審驗原則（包括包容性、實質性、回應性和影響性）的程度；審查並評估特定績效資訊的可靠性和品質。

### 審驗準則

下列審驗準則（包括報告框架準則或標準）用於審驗工作：

- 香港聯合交易所有限公司（以下簡稱“香港聯交所”）《主機板上市規則》附錄 C2《環境、社會及管治報告守則》（以下簡稱“ESG 報告守則”）
- 香港聯交所《氣候資訊披露指引》所建議採用的 TCFD 框架
- 全球可持續發展標準委員會（GSSB）發佈的《GRI 可持續發展報告標準》（GRI Standards）
- 聯合國可持續發展目標（UN SDGs）
- 溫室氣體核算體系企業核算與報告標準
- AA1000AP 審驗原則，即，包容性、實質性、回應性和影響性



## Independent Assurance Statement

### Introduction

TÜV Rheinland (Shanghai) Co., Ltd., a member of TÜV Rheinland Group (hereinafter "TÜV Rheinland" or "We"), was entrusted by Kingdee International Software Group Company Limited (hereinafter "Kingdee International" or "the Company") to conduct an independent third-party assurance of its 2025 Environmental, Social and Governance (ESG) Report (hereinafter "Report"). The Report disclosed sustainability information of Kingdee International for the fiscal year 2025 (from 1 January 2025 to 31 December 2025).

### Responsibilities

Kingdee International is not only responsible for the preparation of sustainability report and the collection and reporting of sustainability information in accordance with applicable reporting standards but also has the obligation to implement and maintain effective internal control of information and data to support the report compilation process.

TÜV Rheinland implements sustainability information assurance activities under a quality management system that complies with the requirements of the ISO/IEC 17029:2019 Standard and adheres to the TÜV Rheinland Global Code of Ethics and Compliance Program. Our assurance service follows the principles of independence and impartiality and does not participate in the preparation of the Report of Kingdee International. The assurance project was implemented by a team with expertise and assurance experience in the corresponding sustainability issues. The role of TÜV Rheinland is to carry out independent assurance work in accordance with the assurance agreement and the agreed scope of assurance work, and to make independent and impartial professional judgments on sustainability reporting.

### Assurance Standard

TÜV Rheinland undertook assurance work for specified performance indicators (see Appendix in this statement) and non-financial qualitative information (including materiality assessment, stakeholder engagement, topics management related to material impacts, risks and opportunities (IRO), etc.) selected by Kingdee International in accordance with the AccountAbility AA1000 Assurance Standard 3rd edition (AA1000AS v3) on a Type-2 and Moderate level.

### Assurance Objectives

The purpose of the assurance was to provide management of Kingdee International and stakeholders concerned with the Company's sustainability information and performance with an independent view of the assurance, including that we review and assess the content of the report adherence to the AA1000AP (2018) Assurance Principles (including inclusivity, materiality, responsiveness and impact), and review and evaluate the reliability and quality of specified performance information.

### Assurance Criteria

The following assessment criteria (including reporting frameworks or standards) were used in undertaking the work:

- Appendix C2 Environmental, Social and Governance Reporting Guide (hereinafter "ESG Reporting Guide") of the Listing Rules of The Stock Exchange of Hong Kong Limited (hereinafter "Hong Kong Stock Exchange")
- TCFD framework recommended by the Guidance on Climate Disclosures of the Hong Kong Stock Exchange
- GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB)
- The United Nations Sustainable Development Goals (UN SDGs)
- Greenhouse Gas Accounting System Enterprise Accounting and Reporting Standards (GHG Protocol)
- Adherence to the AA1000AP AccountAbility Principles, i.e., *Inclusivity, Materiality, Responsiveness, and Impact*



## 審驗方法

我們的審驗活動和程式包括：

- 問詢管理層以理解和評估運營與可持續發展管理的關鍵流程、系統和內部控制。
- 訪談負責可持續發展執行層面的關鍵人員，以理解非財務資訊報告體系，包括特定績效數據和非財務定性資訊的收集、整合和報告，並評估集團層面數據整合流程。
- 應用分析程序，審查數據的合理性。
- 基於抽樣方法，測試資訊溯源以檢查數據的精確性。
- 審查特定績效指標和審驗範圍內的定量與定性資訊的一致性和可靠性。
- 檢查收集的支持性證據，以評估相關證據和資訊披露支援和遵循 AA1000AP 審驗原則的程度。
- 彙報審驗觀察項或建議給公司管理層，以給予在審驗工作完成之前更正報告錯誤的機會。

## 局限性

TÜV 萊茵依據審驗協議規定的審驗範圍策劃並執行審驗工作，以獲得證據資訊和必要的解釋，為按照 AA1000AS v3 中度審驗作出的審驗結論提供依據。中度審驗參與的程序本質和程度（範圍）均低於獲得高度審驗所需的程式。

前瞻性資訊涉及尚未發生且可能永遠不會發生的事件和行動。實際結果很可能會不同，因為預期的事件往往並未如預期發生。我們不保證前瞻性資訊的可實現性。

與審驗有關的信息和績效包括選擇的特定績效指標會局限於本報告的內容披露。我們的審驗未涵蓋財務年報及財務數據，且並不涵蓋超出本次審驗工作範圍的其他與可持續發展主題不相關的主題或事項。

## 審驗結論

基於已執行的審驗程式及所獲得的證據，我們認為：

- 金蝶國際 2025 年 ESG 報告遵循了 AA1000AP 審驗原則。
- 可持續發展資訊按照香港聯交所 ESG 報告守則以及 GRI 可持續發展標準進行報告編製。
- 特定績效指標（參見本聲明附錄）和審驗範圍內的非財務定性資訊（包括重要性議題評估）經評估，未發現重大錯報。

針對任何第三方依據此份審驗聲明來對金蝶國際做出的評論和相關決定，TÜV 萊茵將不承擔任何責任。

## 對 AA1000AP 審驗原則的遵循程度

**包容性：**金蝶國際已識別的七大類利益相關方群體涵蓋客戶及產品使用者、投資者及股東、員工、供應商、服務提供者及生態夥伴、政府及監管機構、行業協會及科研機構、以及社區與公益組織。公司已構建利益相關方參與的制度建設。證據表明，2025 年，公司就 ESG 議題開展了利益相關方線上問卷調研，為議題重要性評估流程提供依據。

## Methodology

Our assurance activities and procedures include:

- Interviewing with management to understand and assess key processes, systems and internal controls for operations and sustainability management.
- Interviewing with key personnel responsible for sustainability execution to understand the non-financial information reporting system, including the collection, integration and reporting of specified performance data and non-financial qualitative information, and to evaluate the data integration process at the group level.
- Applying analytical procedures to review the reasonableness of the data.
- Testing the source of information based on the sampling principle to check the accuracy of the data.
- Reviewing the consistency and reliability of specified performance indicators and quantitative and qualitative information within assurance scope.
- Collecting and inspecting supporting evidence to assess the extent to which relevant disclosures within the scope of the assurance engagement and sustainability reporting support and adherence to AA1000AP assurance principles.
- Reporting assurance observations or recommendations to give the company's management an opportunity to correct errors before the assurance process is completed.

## Limitations

TÜV Rheinland planned and executed the verification in accordance with the scope of the assurance agreed upon and obtained evidence information and necessary explanations to provide the basis for the conclusion of the assurance in accordance with the moderate level of AA1000AS v3. The nature and extent (scope) of the procedures involved in moderate level assurance engagement are lower than those required to obtain high level assurance.

Forward-looking information relates to events and actions that have not yet occurred and may never occur. Actual results are likely to be different because expected events often do not occur as expected. We did not guarantee the availability of forward-looking information.

The information and performance relating to the assurance is limited to the disclosure of the contents of this Report. Our assurance did neither cover annual financial reports and financial data and nor cover other topics or matters that are not related to sustainability topics beyond the scope of this assurance.

## Conclusions

Based on the above assurance procedures implemented and the evidence obtained, we believe that:

- 2025 ESG Report of Kingdee International adhered to the AA1000AP AccountAbility Principles.
- Sustainability information was prepared in accordance with ESG Reporting Guide of Hong Kong Stock Exchange and GRI Standards.
- Specified performance indicators (see Appendix) and non-financial qualitative information (including the assessment of material issues) within the scope of the assurance were evaluated and there were no material misstatements.

TÜV Rheinland shall not bear any liability or responsibility to any third parties for perception and decision on Kingdee International based on this Assurance Statement.

## Adherence to the AA1000AP AccountAbility Principles

### Inclusivity

Kingdee International has identified seven categories of stakeholder groups, including customers and product users, investors and shareholders, employees, suppliers, service providers and ecosystem partners, government and regulatory agencies, industry associations and research institutions, and communities and public welfare organizations. The Company has established a system for stakeholder engagement. Evidence indicated that in 2025, the Company conducted an online stakeholder survey on ESG issues to provide a basis for the issue materiality assessment process.



**實質性：**證據表明，金蝶國際已落實雙重重要性評估流程，包括構建議題庫，並結合利益相關方問卷調研具體結果分析以及引入高管及財務專家意見等，從“影響重要性”和“財務重要性”兩個維度對議題進行量化分析及重要性排序。議題矩陣揭示了當年度的具有雙重重要性的議題（如優質的產品與服務、數據安全與隱私保護、網路安全、商業道德與誠信、客戶權益保障等），其與行業特點高度契合。戰略與可持續委員會審議並確認了議題矩陣結果。

**回應性：**金蝶國際的利益相關方參與及溝通機制通常包括客戶服務、員工培訓與申訴、供應商賦能、投訴與舉報等。公司已設定ESG關鍵目標與指標，並落實相應的管理措施。本期報告披露了重要議題管理的目標指標以及目標進展，還披露ESG關鍵績效指標（如溫室氣體排放、能源消耗、員工僱傭和多元化、以及可持續供應鏈管理等）的量化數據，以恰當地回應利益相關方的重大關切。

**影響性：**金蝶國際已落實全生命周期風險管理流程，聚焦新興風險（包括生成式 AI 風險）以及全球數位監管合規挑戰的影響與應對。對企業價值創造具有重要意義的議題（如優質的產品與服務、數據安全與隱私保護、人力資本管理），公司進行了實質性風險與機遇的評估。另外，公司對氣候相關風險進行了評估，包括情景分析。

### 特定績效資訊披露

- 基於類型二中度審驗要求，TÜV 萊茵關於特定績效資訊（參見附錄）的可靠性和質量的驗證結論如下：
- 我們觀察到金蝶國際已建立和實施相關內部控制系統與流程，以及通過管理系統或平臺採集和匯總與選擇的特定績效指標相關的可靠源數據。
- 驗證過程中發現的所有小錯誤已得到糾正。我們相信在驗證範圍內提供的最終數據是準確的。我們建議金蝶國際在集團和運營層面不斷提升數據治理（包括數據內部校核）水準。

完整的管理報告已遞交給金蝶國際管理層以作考慮，其中具體闡述了審驗發現和可持續發展報告持續改進的建議。

### 潘敏

企業可持續發展服務技術經理  
萊茵技術（上海）有限公司  
中國上海，2026年4月13日



### Materiality

Evidence showed that Kingdee International has implemented a double materiality assessment process, including constructing a question bank, and quantitatively analysing and prioritising issues from the two dimensions of "impact materiality" and "financial materiality" based on the analysis of specific results of stakeholder questionnaires and the introduction of opinions from executives and financial experts. The issue matrix revealed the double materiality of the current year (such as high-quality products and services, data security and privacy protection, network security, business ethics and integrity, customer rights and interests protection, etc.), which are highly consistent with the characteristics of the industry. The Strategy and Sustainability Committee reviewed and confirmed the results of the Topic Matrix.

### Responsiveness

Kingdee International's stakeholder engagement and communication mechanisms usually included customer service, employee training and grievances, supplier empowerment, complaints and reports, etc. The Company has set key ESG goals and indicators and implemented corresponding management measures. This Report disclosed the target indicators and progress of material issues management, as well as quantitative data on ESG key performance indicators such as greenhouse gas emissions, energy consumption, employee employment and diversity, and sustainable supply chain management, etc., to appropriately respond to the significant concerns of stakeholders.

### Impact

Kingdee International has implemented a full lifecycle risk management process, focusing on emerging risks (including generative AI risks) and the impact and response to global digital regulatory compliance challenges. The Company assessed material risks and opportunities for issues that are of great significance to corporate value creation (such as high-quality products and services, data security and privacy protection, and human capital management). In addition, the Company assessed climate-related risks, including scenario analysis.

### Disclosure of Specified Performance Information

TÜV Rheinland reached conclusions on the verification of reliability and quality of specified performance information (see Appendix) based on Type-2 and Moderate level assurance engagement:

- TÜV Rheinland observed that Kingdee International has implemented relevant internal control systems and processes and collected and aggregated reliable source data related to selected specific performance indicators through management systems or platforms.
- During the verification process, all minor errors identified have been corrected. We believe that the data finally presented within the scope of the assurance is accurate. We recommend that Kingdee International continue to improve the level of data governance (including internal data verification) at the group and operational levels.

A full management report was submitted to management of Kingdee International for consideration, detailing the findings and recommendations for continuous improvement of the sustainability report.

**Daniel Pan**  
Technical Manager of Corporate Sustainability Services  
TÜV Rheinland (Shanghai) Co., Ltd  
Shanghai, China, 13 April 2026





**附錄：**  
**選定的特定績效指標**

| 指標                  | 單位      |
|---------------------|---------|
| <b>環境</b>           |         |
| 溫室氣體排放總量（範圍一、範圍二）   | 噸二氧化碳當量 |
| 範圍一溫室氣體排放量          | 噸二氧化碳當量 |
| 範圍二溫室氣體排放量          | 噸二氧化碳當量 |
| <b>社會</b>           |         |
| 員工培訓總時數             | 小時      |
| 員工培訓平均時數            | 小時      |
| 客戶滿意度               | %       |
| 客戶投訴關閉率             | %       |
| 研發人員數量              | 人       |
| 研發人員占員工總人數比例        | %       |
| 累計申請專利數             | 項       |
| 累計獲得授權專利數           | 項       |
| 累計獲得軟體著作權           | 項       |
| 新增申請專利數量            | 項       |
| 新增授權專利數量            | 項       |
| 新增軟體著作權申請數量         | 項       |
| 新增軟體著作權獲得數量         | 項       |
| <b>治理</b>           |         |
| 開展常規經營審計或專項審計的組織覆蓋率 | %       |

**Appendix:**

Selected specific performance indicators in the table as follows:

| Indicator (s)   | Unit   |
|---|--------|
| <b>Environment</b>  |        |
| Total GHG emissions (Scope 1, 2)  | tCO2e  |
| Scope 1 emissions   | tCO2e  |
| Scope 2 emissions   | tCO2e  |
| <b>Social</b>   |        |
| Total training hours  | Hour   |
| Average training hours per employee                                     | Hour   |
| Customer satisfaction   | %      |
| Customer complaint closure rate   | %      |
| Number of R&D personnel   | Person |
| R&D headcount ratio   | %      |
| Cumulative number of patent applications                                | patent |
| Cumulative number of granted patents                                    | patent |
| Cumulative number of software copyrights obtained                       | item   |
| Number of new patent applications                                       | patent |
| Number of new patents granted   | patent |
| Number of new software copyright applications                           | item   |
| Number of new software copyrights obtained                              | item   |
| <b>Governance</b>   |        |
| Organizational coverage of routine operational audits or special audits | %      |

# ESG 關鍵績效表 ESG Key Performance Tables

## 環境績效 Environmental Performance

| 指標<br>Indicator   | 單位<br>Unit                    | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|-------------------------------|-------------------|-------------------|-------------------|
| 溫室氣體排放 <sup>2, 3</sup><br>GHG emissions <sup>2, 3</sup>                         |                               |                   |                   |                   |
| 營業額<br>Revenue  | 百萬元人民幣<br>RMB Million         | 7,006.04          | 6,255.68          | 5,679.07          |
| 辦公物業總面積 <sup>4</sup><br>Total office property area <sup>4</sup>                 | 平方米<br>m <sup>2</sup>         | 183,832.90        | 185,605.01        | 132,304.50        |
| 溫室氣體排放總量（範圍一、範圍二、範圍三）<br>Total GHG emissions (Scope 1, 2, 3)                    | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 118,000.32        | 18,019.02         | / <sup>1</sup>    |
| 溫室氣體排放總量（範圍一、範圍二）<br>Total GHG emissions (Scope 1, 2)                           | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 8,249.61          | 8,315.95          | 7,452.59          |
| 範圍一溫室氣體排放量 <sup>5</sup><br>Scope 1 GHG emissions <sup>5</sup>                   | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 321.44            | 302.05            | /                 |
| 範圍二溫室氣體排放量 <sup>6</sup><br>Scope 2 GHG emissions <sup>6</sup>                   | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 7,928.17          | 8,013.90          | /                 |
| 範圍三溫室氣體排放量 <sup>7</sup><br>Scope 3 GHG emissions <sup>7</sup>                   | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 109,750.71        | 9,703.07          | /                 |
| 範圍三：類別1—外購商品和服務<br>Scope 3: Category 1 - Purchased Goods and Services emissions | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 20,960.88         | /                 | /                 |
| 範圍三：類別2—資本商品<br>Scope 3: Category 2 - Capital Goods emissions                   | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 1,170.93          | /                 | /                 |
| 範圍三：類別6—商務旅行<br>Scope 3: Category 6 - Business Travel emissions                 | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 8,213.32          | 5,968.53          | /                 |
| 範圍三：類別7—員工通勤<br>Scope 3: Category 7 - Employee Commuting emissions              | 噸二氧化碳當量<br>tCO <sub>2</sub> e | 7,031.63          | 3,734.55          | /                 |

| 指標<br>Indicator  | 單位<br>Unit                                       | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|--|--|-------------------|-------------------|-------------------|
| 範圍三：類別11—售出產品的使用<br>Scope 3: Category 11 - Use of Sold Products emissions                                | 噸二氧化碳當量<br>tCO <sub>2</sub> e                    | 72,373.95         | /                 | /                 |
| 溫室氣體排放強度（按營業額計算） <sup>8</sup><br>GHG emission intensity (by Revenue) <sup>8</sup>                        | 噸二氧化碳當量/百萬元人民幣<br>tCO <sub>2</sub> e/RMB million | 1.18              | 1.33              | 1.31              |
| 溫室氣體排放強度（按總辦公物業面積計算） <sup>9</sup><br>GHG emission intensity (by Total office property area) <sup>9</sup> | 噸二氧化碳當量/平方米<br>tCO <sub>2</sub> e/m <sup>2</sup> | 0.04              | 0.04              | 0.05              |
| 能源消耗<br>Energy Consumption   |  |                   |                   |                   |
| 能源消耗總量 <sup>10</sup><br>Total Energy Consumption <sup>10</sup>   | 兆瓦時<br>MWh                                       | 16,306.23         | 16,184.88         | /                 |
| 能源消耗強度（按營業額計算）<br>Energy consumption intensity (by Revenue)  | 兆瓦時/百萬元人民幣<br>MWh/RMB million                    | 2.33              | 2.59              | /                 |
| 能源消耗強度（按辦公物業總面積計算）<br>Energy consumption intensity (by Total office property area)                       | 兆瓦時 / 平方米<br>MWh/m <sup>2</sup>                  | 0.09              | 0.09              | /                 |
| 直接能源消耗量 <sup>11</sup><br>Direct energy consumption <sup>11</sup>   | 兆瓦時<br>MWh                                       | 1,317.23          | 1,247.77          | /                 |
| 汽油消耗量<br>Gasoline consumption  | 升<br>Liter                                       | 149,549.00        | 135,172.80        | 155,768.40        |
| 柴油消耗量 <sup>12</sup><br>Diesel consumption <sup>12</sup>  | 升<br>Liter                                       | 1,000.00          | 700.00            | 44.72             |
| 天然氣消耗量<br>Natural gas consumption  | 立方米<br>m <sup>3</sup>                            | 0.00              | 5,475.20          | 5,110.24          |
| 間接能源消耗量 <sup>13</sup><br>Indirect Energy Consumption <sup>13</sup>                                       | 兆瓦時<br>MWh                                       | 14,989.01         | 14,937.11         | /                 |
| 外購電力用電量<br>Purchased grid electricity consumption  | 兆瓦時<br>MWh                                       | 14,803.27         | 14,927.52         | 12,427.60         |

| 指標<br>Indicator   | 單位<br>Unit                      | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|---------------------------------|-------------------|-------------------|-------------------|
| 外購暖氣消耗量<br>Purchased heat consumption   | 吉焦<br>GJ                        | 668.65            | 34.50             | /                 |
| 耗電強度（按營業額計算）<br>Electricity consumption intensity (by Revenue)                        | 兆瓦時/百萬元人民幣<br>MWh / RMB million | 2.11              | 2.39              | 2.19              |
| 耗電強度（按辦公物業總面積計算）<br>Electricity consumption intensity (by Total office property area) | 兆瓦時/平方米<br>MWh/m <sup>2</sup>   | 0.08              | 0.08              | 0.09              |
| 水資源消耗 <sup>14</sup><br>Water Consumption <sup>14</sup>                                |                                 |                   |                   |                   |
| 用水總量<br>Total water consumption   | 噸<br>ton                        | 117,821.00        | 102,531.98        | 96,870.00         |
| 用水強度（按營業額計算）<br>Water consumption intensity (by Revenue)                              | 噸/百萬元人民幣<br>ton / RMB million   | 16.82             | 16.39             | 17.06             |
| 用水強度（按辦公物業總面積計算）<br>Water consumption intensity (by Total office property area)       | 噸/平方米<br>ton / m <sup>2</sup>   | 0.64              | 0.55              | 0.73              |
| 廢水排放量 <sup>15</sup><br>Wastewater discharge <sup>15</sup>                             | 噸<br>ton                        | 93,159.07         | 72,618.10         | 87,440.90         |
| 廢棄物處置 <sup>16</sup><br>Waste Disposal <sup>16</sup>                                   |                                 |                   |                   |                   |
| 有害廢棄物總量<br>Total amount of hazardous waste  | 千克<br>kg                        | 499.40            | 302.68            | 523.09            |
| 廢舊燈管<br>Waste lamps   | 千克<br>kg                        | 338.45            | 152.00            | 110.99            |
| 廢電池<br>Waste batteries  | 千克<br>kg                        | 64.55             | 84.00             | 40.66             |
| 廢打印機墨盒<br>Waste printer cartridges  | 千克<br>kg                        | 46.40             | 66.68             | 211.44            |
| 廢油漆和溶劑<br>Waste paint and solvents  | 千克<br>kg                        | 50.00             | 0.00              | 159.00            |

| 指標<br>Indicator   | 單位<br>Unit                    | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|-------------------------------|-------------------|-------------------|-------------------|
| 其他有害廢棄物<br>Other hazardous waste  | 千克<br>kg                      | 0.00              | 0.00              | 1.00              |
| 無害廢棄物總量 <sup>17</sup><br>Total amount of harmless waste <sup>17</sup>     | 千克<br>kg                      | 703,026.50        | 541,882.00        | 664,615.00        |
| 生活垃圾<br>Domestic waste  | 千克<br>kg                      | 368,122.00        | 480,241.50        | 596,100.00        |
| 廚餘垃圾 <sup>18</sup><br>Food waste <sup>18</sup>                            | 千克<br>kg                      | 46,891.50         | 60,021.50         | 68,300.00         |
| 報廢辦公用品<br>Scrapped office Supplies  | 千克<br>kg                      | 0.00              | 1,605.00          | 29.00             |
| 裝修廢棄物<br>Renovation waste   | 千克<br>kg                      | 288,013.00        | 14.00             | 100.00            |
| 其他無害廢棄物<br>Other non-hazardous waste                                      | 千克<br>kg                      | 0.00              | 0.00              | 86.00             |
| 回收/再利用的廢棄物總量<br>Total amount of waste recycled                            | 千克<br>kg                      | 24,525.00         | 9,926.00          | 8,292.00          |
| 廢棄紙板紙箱<br>Waste paperboard and cartons                                    | 千克<br>kg                      | 13,603.00         | 8,803.00          | 6,828.00          |
| 廢塑料<br>Waste plastics   | 千克<br>kg                      | 792.00            | 844.00            | 624.00            |
| 廢金屬<br>Waste metals   | 千克<br>kg                      | 10,000.00         | 254.00            | 120.00            |
| 報廢設備<br>Scrapped equipment  | 千克<br>kg                      | 130.00            | 25.00             | 11.00             |
| 有害廢棄物排放密度（按營業額計算）<br>Hazardous waste emission intensity (by Revenue)      | 千克/百萬元人民幣<br>kg / RMB million | 0.07              | 0.05              | 0.09              |
| 無害廢棄物排放密度（按營業額計算）<br>Non-hazardous waste emissions intensity (by Revenue) | 千克/百萬元人民幣<br>kg / RMB million | 100.35            | 86.62             | 117.03            |

註：

- 「/」表示因指標口徑發生變化或新增指標而出現無法溯源往年數據的情形。
- 本集團的主要氣體排放物為溫室氣體排放，由化石燃料使用、外購電力和熱力所產生。
- 本集團按照《溫室氣體核算體系：企業核算與報告標準》計算溫室氣體排放；溫室氣體排放量僅統計二氧化碳，不含其他溫室氣體。
- 辦公物業總面積 = 物業自用建築面積 + 辦公租賃面積。
- 本集團範圍一溫室氣體排放來自車輛和發電機所消耗的化石燃料產生的直接溫室氣體排放，化石燃料排放因子來源於《組織溫室氣體排放量化和報告指南》。
- 本集團範圍二溫室氣體排放來自外購電力和外購暖氣所產生的間接溫室氣體排放，採用「基於地域」的方法計算，電力排放因子來源於中華人民共和國生態環境部和國家統計局發佈的《關於發佈 2023 年電力二氧化碳排放因子的公告》，熱力排放因子來源於《公共建築運營企業溫室氣體排放核算方法和報告指南（試行）》。
- 本集團範圍三統計類別包含外購商品和服務、資本商品、商務旅行、員工通勤及售出產品的使用。範圍三所涉及排放因子來源於《中國產品全生命週期溫室氣體排放係數庫》《2022—2025 年深圳市碳普惠方法學相關排放因子》《美國環保署 NAICS-6 供應鏈溫室氣體排放因子 v1.4》，電力排放因子來源於中華人民共和國生態環境部和國家統計局發佈的《關於發佈 2023 年電力二氧化碳排放因子的公告》。  
外購商品和服務、資本商品：涵蓋採購商品、服務及固定資產（IT 設備、車輛、辦公傢俱、軟件等）的「從搖籃到大門」上游排放，採用基於支出的方法，通過對應排放因子核算。  
商務旅行：涵蓋員工因公出行（飛機、火車、汽車等）及住宿產生的排放，依據實際里程或費用，結合對應排放因子核算。

Note:

- "/" indicates a situation where historical data cannot be traced due to changes in indicator scope or the addition of new indicators.
- The main gaseous emissions of Kingdee are GHG emissions, generated from the use of fossil fuels, purchased electricity, and heat.
- Kingdee calculated GHG emissions in accordance with the *GHG Protocol Corporate Accounting and Reporting Standard*. The reported GHG emissions include carbon dioxide (CO<sub>2</sub>) only, excluding other greenhouse gases.
- Total office property area = Floor area for self-use of property + Office leased area.
- Kingdee's Scope 1 GHG emissions come from direct emissions generated by the consumption of fossil fuels in vehicles. The emission factors for fossil fuels are derived from the *Guidelines for the Quantification and Reporting of Organizational Greenhouse Gas Emissions*.
- Kingdee's Scope 1 GHG emissions come from the indirect emissions generated by purchased electricity and purchased heat, and are calculated using the "location-based" method. The electricity emission factor is derived from the *Announcement on the 2023 Carbon Dioxide Emission Factor for Electricity* issued by the Ministry of Ecology and Environment and the National Bureau of Statistics of the People's Republic of China. The heat emission factor is derived from the *Guidelines for Greenhouse Gas Emission Accounting Methodology and Reporting for Public Building Operators (Trial)*.
- Kingdee's Scope 3 categories include purchased goods and services, capital goods, business travel, employee commuting, and use of sold products. The emission factors involved in Scope 3 are sourced from the *China Products Carbon Footprint Factors Database (CPCD)*, the *Shenzhen Carbon Inclusive Methodology-Related Emission Factors (2022-2025)*, and the *U.S. EPA Supply Chain Greenhouse Gas Emission Factors v1.4 by NAICS-6*. The electricity emission factor is derived from the *Announcement on the 2023 Carbon Dioxide Emission Factor for Electricity* issued by the Ministry of Ecology and Environment and the National Bureau of Statistics of the People's Republic of China.  
**Purchased Goods and Services, Capital Goods:** This covers the "cradle-to-gate" upstream emissions of purchased commodities, services, and fixed assets (IT equipment, vehicles, office furniture, software, etc.). A spend-based method is applied, using corresponding emission factors for calculation.  
**Business Travel:** This covers emissions generated from employee business trips (via air, rail, car, etc.) and accommodation. Calculation is based on actual distance traveled or actual costs incurred, combined with corresponding emission factors.

- 員工通勤：依據內部通勤調研所得交通方式比例、平均距離及對應排放因子核算往返辦公地點的排放。
- 售出產品使用：僅核算持有有效維護合同的本地部署軟件，根據其對應物理服務器的功率、PUE 及運行時長估算用電量，再通過電力排放因子核算。
- 溫室氣體排放強度（按營業額計算）= 溫室氣體排放總量（範圍一、範圍二）/ 營業額。
- 溫室氣體排放強度（按總辦公物業面積計算）= 溫室氣體排放總量（範圍一、範圍二）/ 辦公物業總面積。
- 能源消耗參考《綜合能耗計算通則》（GB/T2589—2020）中的係數進行計算。
- 本年度直接能源消耗量包括汽油及柴油消耗量。
- 本年度柴油消耗量增加主要因為報告期內開展金蝶雲大廈消防驗收和多次斷電測試，斷電期間，使用柴油發電。
- 本年度間接能源消耗量包括外購電力用電量和外購暖氣消耗量。
- 本集團用水主要來自市政供水，不存在求取適用水源問題。
- 廢水排放量統計口徑為深圳、北京、上海、長沙四大園區，不包括其他分支機構。深圳、北京及長沙園區按照「廢水排放量 = 用水量 × 85%」的經驗公式進行估算；上海園區的廢水排放量按實際計量數據進行統計。
- 廢棄物處置統計口徑為深圳、北京、上海、長沙四大園區，不包括其他分支機構。
- 無害廢棄物總量不包含回收 / 再利用的廢棄物總量。
- 廚餘垃圾統計口徑涵蓋金蝶員工食堂，該食堂由金蝶員工及相關租戶共同使用。

- Employee Commuting:** Emissions from employees traveling to and from the Kingdee's offices are calculated based on the transportation mode proportions and average commuting distance obtained from internal commuting surveys, using corresponding emission factors.
- Use of Sold Products:** This calculation only covers locally deployed software with active maintenance contracts. Electricity consumption is estimated based on the power usage, Power Usage Effectiveness (PUE), and operational duration of the corresponding physical servers, and is then calculated using the electricity emission factor.
- GHG emissions intensity (by Revenue) = Total GHG emissions (Scope 1, 2) / Revenue.
- GHG emissions intensity (by Total office property area) = Total GHG emissions (Scope 1, 2) / Total office property area.
- Energy consumption is calculated with reference to the coefficients in the National Standards of the *General Rules for Calculation of the Comprehensive Energy Consumption (GB/T 2589-2020)*.
- The direct energy consumption for the year includes the consumption of gasoline and diesel.
- The increase in diesel consumption for the year was mainly due to the fire safety inspection and multiple power outage tests of the Kingdee Cloud Building during the reporting period. During the power outages, diesel generators were used.
- The indirect energy consumption for the year includes purchased electricity and heat.
- Kingdee's water usage mainly comes from the municipal water supply, and there is no issue with sourcing suitable water.
- The wastewater discharge statistics are based on the four major campuses in Shenzhen, Beijing, Shanghai, and Changsha, excluding other branches. The wastewater discharge of the Shenzhen, Beijing, and Changsha parks is estimated using the empirical formula "wastewater discharge = water consumption × 85%"; the wastewater discharge of the Shanghai park is calculated based on actual metered data.
- The waste disposal statistics are based on the four major campuses in Shenzhen, Beijing, Shanghai, and Changsha, excluding other branches.
- The non-hazardous waste for the year includes domestic waste, food waste, scrapped office supplies, and renovation waste.
- The statistical scope of food waste includes the Kingdee staff canteen, which is jointly used by Kingdee employees and relevant tenants.

## 社會績效 Social Performance

| 指標<br>Indicator   | 細分類別<br>Subcategory                                    | 單位<br>Unit  | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|--|-------------|-------------------|-------------------|-------------------|
| 員工招聘與僱傭<br>Employee Recruitment and Employment                        |  |             |                   |                   |                   |
| 員工總人數 <sup>1</sup><br>Total number of employees <sup>1</sup>          | -  | 人<br>Person | 11,294            | 12,149            | 12,348            |
| 按僱傭類型劃分的員工<br>人數<br>Number of employees<br>by employment type         | 全職員工<br>Full-time employees                            | 人<br>Person | 11,294            | 12,149            | 12,348            |
|   | 實習員工<br>Interns  | 人<br>Person | 353               | 396               | 455               |
|   | 外包員工（勞務派遣）<br>Outsourced employees<br>(labor dispatch) | 人<br>Person | 116               | 134               | 243               |
| 按性別劃分的員工<br>人數<br>Number of employees<br>by gender                    | 男性員工<br>Male   | 人<br>Person | 7,347             | 7,841             | 7,950             |
|   | 女性員工<br>Female   | 人<br>Person | 3,947             | 4,308             | 4,398             |
| 按年齡組別劃分的員工<br>人數<br>Number of employees<br>by age group               | 30歲以下（不含30歲）<br>Under 30 (excluding 30)                | 人<br>Person | 3,125             | 4,276             | 4,895             |
|   | 30歲至50歲<br>30 to 50 years old                          | 人<br>Person | 7,873             | 7,640             | 7,264             |
|   | 50歲以上（不含50歲）<br>Over 50 (excluding 50)                 | 人<br>Person | 296               | 233               | 189               |
| 按學歷劃分的員工<br>人數<br>Number of employees<br>by educational<br>background | 碩士及以上<br>Master's degree and<br>above                  | 人<br>Person | 1,232             | 1,137             | 1,081             |
|   | 本科<br>Bachelor's degree                                | 人<br>Person | 9,269             | 10,035            | 10,218            |
|   | 專科及以下<br>Associate degree and<br>below                 | 人<br>Person | 793               | 977               | 1,049             |

| 指標<br>Indicator  | 細分類別<br>Subcategory                     | 單位<br>Unit  | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|--|---|-------------|-------------------|-------------------|-------------------|
| 按地區劃分的員工總人數 <sup>2</sup><br>Total number of<br>employees by region <sup>2</sup>                                      | 中國大陸<br>Mainland China                  | 人<br>Person | 11,218            | 12,098            | 12,301            |
|  | 港澳台<br>Hong Kong, Macao,<br>and Taiwan  | 人<br>Person | 52                | 44                | 47                |
|  | 海外<br>Overseas                          | 人<br>Person | 24                | 7                 | 0                 |
| 新進員工總數<br>Total number of new<br>employees   | -                                       | 人<br>Person | 1,260             | 1,969             | 2,346             |
| 按性別劃分的新進員工<br>人數<br>Number of new<br>employees by gender   | 男性員工<br>Male                            | 人<br>Person | 935               | 1,355             | 1,544             |
|  | 女性員工<br>Female                          | 人<br>Person | 325               | 614               | 802               |
| 按年齡組別劃分的新進員<br>工人數<br>Number of new<br>employees by age group  | 30歲以下（不含30歲）<br>Under 30 (excluding 30) | 人<br>Person | 716               | 1,355             | 1,519             |
|  | 30歲至50歲<br>30 to 50 years old           | 人<br>Person | 541               | 607               | 823               |
|  | 50歲以上（不含50歲）<br>Over 50 (excluding 50)  | 人<br>Person | 3                 | 7                 | 4                 |
| 按地區劃分的新進員工<br>人數<br>Number of new<br>employees by region   | 中國大陸<br>Mainland China                  | 人<br>Person | 1,242             | 1,953             | 2,334             |
|  | 港澳台<br>Hong Kong, Macao,<br>and Taiwan  | 人<br>Person | 11                | 12                | 12                |
|  | 海外<br>Overseas                          | 人<br>Person | 7                 | 4                 | 0                 |
| 由內部候選人填補的空缺<br>職位百分比 <sup>3</sup><br>Percentage of vacant<br>positions filled by internal<br>candidates <sup>3</sup> | -                                       | %           | 30.58             | 48.51             | 36.20             |

| 指標<br>Indicator   | 細分類別<br>Subcategory                      | 單位<br>Unit  | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|--|-------------|-------------------|-------------------|-------------------|
| 員工流失率 <sup>4</sup><br>Employee turnover rate <sup>4</sup>             | -  | %           | 18.74             | 17.85             | 16.26             |
| 員工自願離職率 <sup>5</sup><br>Voluntary Employee Turnover Rate <sup>5</sup> | -  | %           | 10.14             | 10.69             | /                 |
| 按性別劃分的員工流失率<br>Employee turnover rate by gender                       | 男性員工<br>Male                             | %           | 19.58             | 18.67             | 16.65             |
|   | 女性員工<br>Female                           | %           | 17.20             | 16.34             | 14.48             |
| 按年齡組別劃分的員工流失率<br>Employee turnover rate by age group                  | 30歲以下 (不含30歲)<br>Under 30 (excluding 30) | %           | 30.52             | 23.76             | 23.92             |
|   | 30歲至50歲<br>30 to 50 years old            | %           | 13.56             | 14.96             | 10.7              |
|   | 50歲以上 (不含50歲)<br>Over 50 (excluding 50)  | %           | 11.95             | 12.88             | 6.88              |
| 按地區劃分的員工流失率<br>Employee turnover rate by region                       | 中國大陸<br>Mainland China                   | %           | 18.75             | 17.77             | 15.89             |
|   | 港澳台<br>Hong Kong, Macao, and Taiwan      | %           | 20.48             | 40.91             | 12.77             |
|   | 海外<br>Overseas                           | %           | 9                 | 0                 | 0                 |
| 員工培訓與發展<br>Employee Training and Development                          |  |             |                   |                   |                   |
| 受訓員工總數<br>Total number of employees trained                           | -  | 人<br>Person | 11,294            | 15,060            | 13,032            |
| 受訓員工百分比<br>Percentage of employees who received training              | -  | %           | 100               | 100               | 100               |

| 指標<br>Indicator   | 細分類別<br>Subcategory             | 單位<br>Unit        | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| 員工培訓總時數 <sup>6</sup><br>Total training hours <sup>6</sup>                           | -                               | 小時<br>hour        | 196,561           | 428,378           | 211,245           |
| 員工培訓平均時數 <sup>7</sup><br>Average training hours per employee <sup>7</sup>           | -                               | 小時<br>hour        | 17.40             | 28.44             | 16.20             |
| 員工培訓平均支出 <sup>8</sup><br>Average amount spent per employee on training <sup>8</sup> | -                               | 千元人民幣<br>RMB1,000 | 0.74              | 0.86              | /                 |
| 人均利潤 <sup>9</sup><br>Profit per employee <sup>9</sup>                               | -                               | 千元人民幣<br>RMB1,000 | 8                 | -11.69            | /                 |
| 按性別劃分的受訓員工百分比<br>Percentage of employees who received training (by gender)          | 男性員工<br>Male                    | %                 | 100               | 100               | 100               |
|   | 女性員工<br>Female                  | %                 | 100               | 100               | 100               |
| 按僱員類別劃分的受訓員工百分比<br>Percentage of employees who received training (by employee type) | 高級管理層<br>Senior Management      | %                 | 100               | 100               | 100               |
|   | 中級管理層<br>Middle Management      | %                 | 100               | 100               | 100               |
|   | 初級管理層<br>Junior Management      | %                 | 100               | 100               | 100               |
|   | 普通員工<br>Non-management employee | %                 | 100               | 100               | 100               |
| 按性別劃分的員工培訓平均時數<br>Average training hours by gender                                  | 男性員工<br>Male                    | 小時<br>hour        | 17.30             | 28.44             | 16.20             |
|   | 女性員工<br>Female                  | 小時<br>hour        | 17.70             | 28.44             | 16.20             |

| 指標<br>Indicator   | 細分類別<br>Subcategory                  | 單位<br>Unit  | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|--------------------------------------|-------------|-------------------|-------------------|-------------------|
| 按僱員類別劃分的員工培訓平均時數<br>Average training hours by employee type   | 高級管理層<br>Senior Management           | 小時<br>hour  | 13.90             | 5                 | /                 |
|   | 初中級管理層<br>Junior & Middle Management | 小時<br>hour  | 17.90             | /                 | /                 |
|   | 普通員工<br>Non-management employee      | 小時<br>hour  | 18.60             | 28                | /                 |
| 參與定期績效目標設定、評估與反饋的員工比例<br>Percentage of employees receiving regular performance goal setting, assessment, and feedback                             |                                      | %           | 100               | 100               | /                 |
| 按性別劃分的參與定期績效目標設定、評估與反饋的員工百分比<br>Percentage of employees receiving regular performance goal setting, assessment, and feedback (by gender)          | 男性員工<br>Male                         | %           | 100               | 100               | /                 |
|   | 女性員工<br>Female                       | %           | 100               | 100               | /                 |
| 按僱員類別劃分的參與定期績效目標設定、評估與反饋的員工百分比<br>Percentage of employees receiving regular performance goal setting, assessment, and feedback (by employee type) | 高級管理層<br>Senior Management           | %           | 100               | 100               | /                 |
|   | 中級管理層<br>Middle Management           | %           | 100               | 100               | /                 |
|   | 初級管理層<br>Junior Management           | %           | 100               | 100               | /                 |
|   | 普通員工<br>Non-management employee      | %           | 100               | 100               | /                 |
| <b>員工權益與福利<br/>Employee Rights and Benefits</b>   |                                      |             |                   |                   |                   |
| 處於產假、待產假的僱員人數<br>Number of employees on maternity leave or awaiting maternity leave   | -                                    | 人<br>Person | 102               | 121               | 133               |

| 指標<br>Indicator   | 細分類別<br>Subcategory                                    | 單位<br>Unit  | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|--|-------------|-------------------|-------------------|-------------------|
| 產假後復職的僱員人數<br>Number of employees returning to work after maternity leave | -  | 人<br>Person | 243               | 296               | 227               |
| 員工滿意度<br>Employee Satisfaction  | -  | 分<br>Point  | 87.99             | 87.08             | 88.45             |
| <b>健康與安全<br/>Health and Safety</b>  |  |             |                   |                   |                   |
| 因工亡故人數<br>Number of work-related fatalities                               | -  | 人<br>Person | 0                 | 0                 | 0                 |
| 因工傷損失工作日數<br>Days of work lost due to work-related injuries               | -  | 天<br>Day    | 0                 | 52                | 25                |
| 僱員體檢覆蓋率<br>Employee physical examination coverage rate                    | -  | %           | 100               | 100               | 100               |
| 安全應急演練次數<br>Number of safety emergency drills                             | -  | 次<br>Time   | 32                | 24                | 12                |
| <b>供應鏈管理<br/>Supply Chain Management</b>                                  |  |             |                   |                   |                   |
| 按地區劃分的供應商數目<br>Number of suppliers by region                              | 中國供應商 <sup>10</sup><br>Chinese suppliers <sup>10</sup> | 家<br>NO.    | 1,260             | 1,182             | 459               |
| 按地區劃分的供應商數目<br>Number of suppliers by region                              | 海外供應商<br>Overseas suppliers                            | 家<br>NO.    | 13                | 1                 | 0                 |
| 一級供應商總數<br>Number of tier-1 suppliers                                     | -  | 家<br>NO.    | 1,273             | 1,183             | /                 |

| 指標<br>Indicator  | 細分類別<br>Subcategory | 單位<br>Unit | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|--|---------------------|------------|-------------------|-------------------|-------------------|
| 重要供應商總數 <sup>11</sup><br>Number of significant suppliers <sup>11</sup>   | -                   | 家<br>NO.   | 105               | 149               | /                 |
| 簽署《供應商CSR行為準則》或相關準則的供應商數量 <sup>12</sup><br>Number of suppliers who have signed the <i>CSR Code of Conduct for Suppliers</i> or relevant guidelines <sup>12</sup> | -                   | 家<br>NO.   | 1,269             | 1,183             | 459               |
| 簽署《陽光合作承諾書》的供應商數量 <sup>13</sup><br>Number of suppliers who have signed the <i>Letter of Commitment to Anti-Corruption Cooperation</i> <sup>10</sup>              | -                   | 家<br>NO.   | 1,269             | 1,183             | 182               |
| <b>產品責任</b><br>Product Responsibility  |                     |            |                   |                   |                   |
| 質量事故認定數<br>Number of quality incidents identified  | -                   | 宗<br>Cases | 5                 | 7                 | 9                 |
| 客戶投訴數量<br>Number of valid customer complaints  | -                   | 宗<br>Cases | 68                | 123               | 217               |
| 客戶滿意度 <sup>14</sup><br>Customer Satisfaction <sup>14</sup>   | -                   | %          | 87.72             | /                 | /                 |
| 客戶投訴關閉率<br>Customer complaint closure rate   | -                   | %          | 100               | 99.6              | 99.5              |

| 指標<br>Indicator  | 細分類別<br>Subcategory | 單位<br>Unit           | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|--|---------------------|----------------------|-------------------|-------------------|-------------------|
| <b>研發與創新</b><br>Research and Development and Innovation        |                     |                      |                   |                   |                   |
| 研發投入總額<br>Total R&D Investment                                 | -                   | 億元<br>RMB100 million | 14.25             | 15.16             | 15.1              |
| 研發投入佔營業額比例<br>R&D / Revenue ratio                              | -                   | %                    | 20.34             | 24.23             | 26.59             |
| 研發人員數量<br>Number of R&D Personnel                              | -                   | 人<br>Person          | 2,971             | 4,265             | 4,515             |
| 研發人員佔員工總人數比例<br>R&D headcount ratio                            | -                   | %                    | 26.31             | 35.11             | 36.56             |
| 累計申請專利數<br>Cumulative number of patent applications            | -                   | 項<br>patent          | 2,023             | 2,621             | 2,405             |
| 累計獲得授權專利數<br>Cumulative number of granted patents              | -                   | 項<br>patent          | 899               | 1,093             | 946               |
| 累計獲得軟件著作權<br>Cumulative number of software copyrights obtained | -                   | 項<br>item            | 664               | 1,236             | 1,075             |
| 新增申請專利數量<br>Number of new patent applications                  | -                   | 項<br>patent          | 149               | 216               | 152               |

| 指標<br>Indicator  | 細分類別<br>Subcategory                     | 單位<br>Unit         | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|--|---|--------------------|-------------------|-------------------|-------------------|
| 新增授權專利數量<br>Number of new patents<br>granted   | -                                       | 項<br>patent        | 66                | 147               | 53                |
| 新增軟件著作權申請數量<br>Number of new software<br>copyright applications                                      | -                                       | 項<br>item          | 93                | 161               | 145               |
| 新增軟件著作權獲得數量<br>Number of new software<br>copyrights obtained   | -                                       | 項<br>item          | 92                | 161               | 154               |
| 公益慈善與社區投資<br>Public Welfare Philanthropy and Community Investment                                    |   |                    |                   |                   |                   |
| 公益捐款與社區投入總額 <sup>15</sup><br>Total charitable donations<br>and community<br>investment <sup>15</sup> | -                                       | 萬元人民幣<br>RMB10,000 | 183.32            | 1,003.58          | 130               |
| 在專注範疇投入資源總額<br>Total resources invested<br>in focus areas  | 教育<br>Education                         | 萬元人民幣<br>RMB10,000 | 11.75             | 231.17            | /                 |
|  | 環境事宜<br>Environmental issues            | 萬元人民幣<br>RMB10,000 | 56.44             | 746.39            | /                 |
|  | 文化<br>Culture                           | 萬元人民幣<br>RMB10,000 | 45.00             | 25.25             | /                 |
|  | 體育<br>Sports                            | 萬元人民幣<br>RMB10,000 | 8.13              | 0.57              | /                 |
|  | 健康<br>Health                            | 萬元人民幣<br>RMB10,000 | 8.25              | /                 | /                 |
|  | 其他 <sup>16</sup><br>Other <sup>16</sup> | 萬元人民幣<br>RMB10,000 | 53.75             | 0.2               | /                 |

註：

- 員工總人數不包含實習員工和外包員工。
- 海外員工從地域分佈看，新加坡 8 人，吉隆坡 7 人，胡志明市 3 人，多哈、曼谷及雅加達各 2 人；從人員構成看，海外團隊由國內總部外派人員與屬地化人才共同組成，其中屬地化招聘（新進）員工 7 人，總部外派員工 17 人。
- 由內部候選人填補的空缺職位百分比 = 由內部候選人填補的職位數量 / 總空缺職位數量。
- 員工流失率 = (離職員工人數 / 員工總人數) × 100%，離職員工包括自願離職、解僱、退休等的全職員工。
- 員工自願離職率 = (自願離職員工人數 / 員工總人數) × 100%。
- 員工培訓總時數包括離職員工培訓時數。
- 員工培訓平均時數 = 員工培訓總時數 / 受訓員工總數。
- 員工培訓平均支出 = 員工培訓總支出 / 員工總人數。
- 人均利潤 = 淨利潤 / 員工總人數，對 2024 年人均利潤進行了追溯調整。
- 供應商數目增加源於本年度統計口徑發生變化，增加了 ISV 供應商。中國供應商統計口徑包含港澳台供應商。
- 重要供應商指對本集團具有重大業務相關性或重大影響風險的供應商，考量因素包括交易金額、業務連續性和不可替代性。
- 簽署《供應商 CSR 行為準則》或相關準則的供應商數量增加源於本年度供應商統計口徑發生變化，增加了 ISV 供應商。
- 簽署《陽光合作承諾書》的供應商數量增加源於本年度供應商統計口徑發生變化，增加了 ISV 供應商。

Note:

- The total number of employees does not include interns and outsourced employees.
- Overseas employees, from the perspective of geographical distribution, include 8 in Singapore, 7 in Kuala Lumpur, 3 in Ho Chi Minh City, and 2 each in Doha, Bangkok, and Jakarta; from the perspective of personnel composition, the overseas team is composed of both expatriates from the domestic headquarters and local talents, among which there are 7 locally recruited (newly hired) employees and 17 expatriates from the headquarters.
- Percentage of open positions filled by internal candidates = Number of open positions filled by internal candidates / Total number of open positions.
- Total employee turnover rate = (Number of departed employees / Total number of employees) × 100%. Departed employees include full-time employees who voluntarily resigned, were dismissed, retired, etc.
- Voluntary employee turnover rate = (Number of voluntary departures / Total number of employees) × 100%.
- Total training hours include training hours for employees who left during the year.
- Average training hours per employees = Total training hours / Total number of employees trained.
- Average amount spent per employee on training = Total amount spent on training / Total number of employees.
- Profit per employee = Operating profit / Total number of employees, and a retro-active adjustment was made to the per capita profit for 2024.
- The increase in the number of suppliers is due to changes in the statistical scope this year, with the addition of ISV suppliers. The Chinese suppliers include suppliers from Hong Kong, Macao, and Taiwan.
- Significant suppliers refer to those with significant business relevance or significant risks to the group, considering factors such as transaction value, business continuity, and irreplaceability.
- The increase in the number of suppliers who have signed the *CSR Code of Conduct for Suppliers* or relevant guidelines is due to changes in the supplier statistical scope in the year, with the addition of ISV suppliers.
- The increase in the number of suppliers who have signed the *Letter of Commitment to Anti-Corruption Cooperation* is due to changes in the supplier statistical scope in the year, with the addition of ISV suppliers.

14.2025 年度，客戶滿意度指標由用戶全旅程觸點平均滿意度變更為客戶滿意度 (CSAT) 指標。

14.In 2025, the customer satisfaction indicator will be changed from the average satisfaction of all user journey touchpoints to the Customer Satisfaction (CSAT) indicator.

15. 公益捐款與社區投入總額減少主要源於金蝶社區公園於 2024 年底完工，2025 年無大額的建設投入導致。本集團未發生任何政治和遊說團體的捐贈。

15.The decrease in the total charitable donations and community investment is mainly due to the completion of Kingdee Community Park at the end of 2024, resulting in no large-scale construction investment in 2025. Kingdee has not made any contributions to political and lobbying organizations.

16. 其他投入主要為向遼寧省慈善聯合總會捐贈慈善運營管理平台的相關投入。

16.Other investment includes the relevant inputs for donating the charity operation and management platform to the Liaoning Charity Federation.

## 治理績效 Governance Performance

| 指標<br>Indicator  | 細分類別<br>Subcategory | 單位<br>Unit  | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|--|---------------------|-------------|-------------------|-------------------|-------------------|
| 反貪污<br>Anti-corruption   |                     |             |                   |                   |                   |
| 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目<br>Number of corruption lawsuits filed against the issuer or its employees during the reporting period and already adjudicated | -                   | 件<br>Cases  | 0                 | 0                 | 0                 |
| 接受反貪污培訓的董事數量<br>Number of directors receiving anti-corruption training   | -                   | 人<br>Person | 7                 | 7                 | 7                 |
| 接受反貪污培訓的董事佔比<br>Percentage of directors receiving anti-corruption training   | -                   | %           | 100               | 100               | /                 |

| 指標<br>Indicator   | 細分類別<br>Subcategory | 單位<br>Unit         | 2025 年<br>FY 2025 | 2024 年<br>FY 2024 | 2023 年<br>FY 2023 |
|---|---------------------|--------------------|-------------------|-------------------|-------------------|
| 接受反貪污培訓的員工數量<br>Number of employees receiving anti-corruption training  | -                   | 人<br>Person        | 11,294            | 12,149            | 1,253             |
| 接受反貪污培訓的員工佔比<br>Percentage of employees receiving anti-corruption training  | -                   | %                  | 100               | 100               | /                 |
| 開展常規經營審計或專項審計的組織覆蓋率 (註)<br>Organizational coverage rate of regular operational audits or special audits (Note)                        | -                   | %                  | 49.12             | 100               | /                 |
| 反競爭行為<br>Anti-competitive behavior  |                     |                    |                   |                   |                   |
| 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<br>Total monetary losses incurred from legal proceedings relating to anti-competitive practices regulations | -                   | 萬元人民幣<br>RMB10,000 | 0                 | 0                 | 0                 |

註：  
常規經營審計或專項審計包含貪污腐敗風險評估。

Note:  
Regular operational audits or special audits include corruption risk assessments.

# 指標索引表 Indicator Index

## 香港聯交所《環境、社會及管治報告守則》索引表 HKEX Environmental, Social and Governance Reporting Code Index

### 強制披露規定 Mandatory Disclosure Requirements

| 方面<br>Aspect                 | 強制披露規定<br>Mandatory Disclosure Requirements  | 披露位置<br>Disclosure Location |
|------------------------------|--|-----------------------------|
| 管治架構<br>Governance Structure | <p>由董事會發出的聲明，當中載有下列內容：<br/>A statement from the board containing the following elements:</p> <ul style="list-style-type: none"> <li>披露董事會對環境、社會及管治事宜的監管；<br/>a disclosure of the board's oversight of ESG issues;</li> <li>董事會的環境、社會及管治管理方針及策略，包括評估、優次排列及管理重要的環境、社會及管治相關事宜（包括對發行人業務的風險）的過程；及 the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and</li> <li>董事會如何按環境、社會及管治相關目標檢討進度，並解釋它們如何與發行人業務有關連。<br/>how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.</li> </ul>                           | 董事會聲明<br>Board Statement    |
| 匯報原則<br>Reporting Principles | <p>描述或解釋在編備環境、社會及管治報告時如何應用下列匯報原則：<br/>A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report:</p> <ul style="list-style-type: none"> <li><b>重要性 Materiality</b><br/>環境、社會及管治報告應披露：<br/>The ESG report should disclose: <ul style="list-style-type: none"> <li>(i) 識別重要環境、社會及管治因素的過程及選擇這些因素的準則；<br/>(i) the process to identify and the criteria for the selection of material ESG factors;</li> <li>(ii) 如發行人已進行持份者參與，已識別的重要持份者的描述及發行人持份者參與的過程及結果。<br/>(ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement.</li> </ul> </li> </ul> | 關於本報告<br>About this Report  |

| 方面<br>Aspect                 | 強制披露規定<br>Mandatory Disclosure Requirements   | 披露位置<br>Disclosure Location |
|------------------------------|---|-----------------------------|
| 匯報原則<br>Reporting Principles | <ul style="list-style-type: none"> <li><b>量化 Quantitative</b><br/>有關匯報排放量／能源耗用（如適用）所用的標準、方法、假設及／或計算工具的資料，以及所使用的轉換因素的來源應予披露。<br/>Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed.</li> <li><b>一致性 Consistency</b><br/>發行人應在環境、社會及管治報告中披露統計方法或關鍵績效指標的變更（如有）或任何其他影響有意義比較的相關因素。<br/>The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.</li> </ul> | 關於本報告<br>About this Report  |
| 匯報範圍<br>Reporting Boundary   | <p>解釋環境、社會及管治報告的匯報範圍，及描述挑選哪些實體或業務納入環境、社會及管治報告的過程。若匯報範圍有所改變，發行人應解釋不同之處及變動原因。<br/>A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.</p>   | 關於本報告<br>About this Report  |

### 主要範疇、層面、一般披露及關鍵績效指標（不遵守就解釋規定） Subject Areas, Aspects, General Disclosures and KPIs (Comply or explain)

| 層面 A<br>Aspect A                           | 披露位置<br>Disclosure Location  |
|--|--|
| <b>層面 A1: 排放物<br/>Aspect A1: Emissions</b> |  |
| 一般披露<br>General Disclosure                 | <p>有關廢氣排放、向水及土地的排污、有害及無害廢棄物的產生等的：<br/>Information on air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste:</p> <ul style="list-style-type: none"> <li>(a) 政策；及<br/>(a) the policies; and</li> <li>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br/>(b) compliance with relevant laws and regulations that have a significant impact on the issuer.</li> </ul> |

| 層面 A<br>Aspect A                         |  | 披露位置<br>Disclosure Location   |
|--|--|---|
| 關鍵績效指標A1.1<br>KPI A1.1                   | 排放物種類及相關排放數據。<br>The types of emissions and respective emissions data.   | 4.2 氣候戰略<br>4.2 Climate Strategy<br>4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table                              |
| 關鍵績效指標A1.3<br>KPI A1.3                   | 所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。<br>Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).                  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 關鍵績效指標A1.4<br>KPI A1.4                   | 所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。<br>Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).              | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 關鍵績效指標A1.5<br>KPI A1.5                   | 描述所訂立的排放量目標及為達到這些目標所採取的步驟。<br>Description of emission target(s) set and steps taken to achieve them.   | 4.2 氣候戰略<br>4.2 Climate Strategy<br>4.3 能源管理<br>4.3 Energy Management<br>4.4 水資源管理<br>4.4 Water Resource Management<br>4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management |
| 關鍵績效指標A1.6<br>KPI A1.6                   | 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。<br>Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. | 4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management<br>4.6 綠色建築<br>4.6 Green Building  |
| 層面A2 資源使用<br>Aspect A2: Use of Resources |  |   |
| 一般披露<br>General Disclosure               | 有效使用資源（包括能源、水及其他原材料）的政策。<br>Policies on the efficient use of resources, including energy, water and other raw materials.   | 4.3 能源管理<br>4.3 Energy Management<br>4.4 水資源管理<br>4.4 Water Resource Management<br>4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management                                     |

| 層面 A<br>Aspect A   |  | 披露位置<br>Disclosure Location   |
|--|--|---|
| 關鍵績效指標A2.1<br>KPI A2.1   | 按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。<br>Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 關鍵績效指標A2.2<br>KPI A2.2   | 總耗水量及密度（如以每產量單位、每項設施計算）。<br>Water consumption in total and intensity (e.g. per unit of production volume, per facility).   | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 關鍵績效指標A2.3<br>KPI A2.3   | 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。<br>Description of energy use efficiency target(s) set and steps taken to achieve them.   | 4.3 能源管理<br>4.3 Energy Management   |
| 關鍵績效指標A2.4<br>KPI A2.4   | 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。<br>Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.                                    | 4.4 水資源管理<br>4.4 Water Resource Management  |
| 關鍵績效指標A2.5<br>KPI A2.5   | 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。<br>Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.   | 本集團主營業務的產品不需要使用包裝材料，故A2.5不適用<br>The products of the Group's main business do not require the use of packaging materials; therefore, A2.5 is not applicable. |
| 層面A3 環境及天然資源<br>Aspect A3: The Environment and Natural Resources |  |   |
| 一般披露<br>General Disclosure                                       | 減低發行人對環境及天然資源造成重大影響的政策。<br>Policies on minimising the issuer's significant impacts on the environment and natural resources.   | 4 建設自己，修復與環境的關係<br>4 Building Ourselves and Restoring the Relationship with the Environment   |
| 關鍵績效指標A3.1<br>KPI A3.1   | 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。<br>Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.   | 4 建設自己，修復與環境的關係<br>4 Building Ourselves and Restoring the Relationship with the Environment   |

| 層面 B<br>Aspect B                                   |   | 披露位置<br>Disclosure Location  |
|--|---|--|
| <b>層面 B1 僱傭</b><br>Aspect B1: Employment           |   |  |
| 一般披露<br>General Disclosure                         | 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：<br>Information on compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare:<br><br>(a) 政策；及<br>(a) the policies; and<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer. | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)<br>3.2 員工權益保障<br>3.2 Employee Rights Protection<br>3.4 員工溝通與關懷<br>3.4 Employee Communication and Well-being |
| 關鍵績效指標 B1.1<br>KPI B1.1                            | 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。<br>Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.  | 附錄 ESG 關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 關鍵績效指標 B1.2<br>KPI B1.2                            | 按性別、年齡組別及地區劃分的僱員流失比率。<br>Employee turnover rate by gender, age group and geographical region.   | 附錄 ESG 關鍵績效表<br>Appendix: ESG Key Performance Table  |
| <b>層面 B2 健康與安全</b><br>Aspect B2: Health and Safety |   |  |
| 一般披露<br>General Disclosure                         | 有關提供安全工作環境及保障僱員避免職業性危害的：<br>Information on providing a safe working environment and protecting employees from occupational hazards:<br><br>(a) 政策；及<br>(a) the policies; and<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer.  | 3.5.1 職業健康安全管理<br>3.5.1 Occupational Health and Safety Management  |
| 關鍵績效指標 B2.1<br>KPI B2.1                            | 過去三年（包括匯報年度）每年因工亡故的人數及比率。<br>Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.  | 附錄 ESG 關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 關鍵績效指標 B2.2<br>KPI B2.2                            | 因工傷損失工作日數。<br>Lost days due to work injury.   | 附錄 ESG 關鍵績效表<br>Appendix: ESG Key Performance Table  |

| 層面 B<br>Aspect B  |   | 披露位置<br>Disclosure Location  |
|---|---|--|
| 關鍵績效指標 B2.3<br>KPI B2.3                                   | 描述所採納的職業健康與安全措施，以及相關執行及監察方法。<br>Description of occupational health and safety measures adopted, and how they are implemented and monitored.   | 3.5.1 職業健康安全管理<br>3.5.1 Occupational Health and Safety Management  |
| <b>層面 B3 發展及培訓</b><br>Aspect B3: Development and Training |   |  |
| 一般披露<br>General Disclosure                                | 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。<br>Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.  | 3.3 員工培養與發展<br>3.3 Employee Training and Development   |
| 關鍵績效指標 B3.1<br>KPI B3.1                                   | 按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。<br>The percentage of employees trained by gender and employee category (e.g. senior management, middle management).   | 附錄 ESG 關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 關鍵績效指標 B3.2<br>KPI B3.2                                   | 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。<br>The average training hours completed per employee by gender and employee category.   | 附錄 ESG 關鍵績效表<br>Appendix: ESG Key Performance Table  |
| <b>層面 B4 勞工準則</b><br>Aspect B4: Labor Standards           |   |  |
| 一般披露<br>General Disclosure                                | 有關防止童工或強制勞工的：<br>Information on preventing child and forced labor:<br><br>(a) 政策；及<br>(a) the policies; and<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer. | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)<br>3.2 員工權益保障<br>3.2 Employee Rights Protection |
| 關鍵績效指標 B4.1<br>KPI B4.1                                   | 描述檢討招聘慣例的措施以避免童工及強制勞工。<br>Description of measures to review employment practices to avoid child and forced labor.   | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)<br>3.2 員工權益保障<br>3.2 Employee Rights Protection |
| 關鍵績效指標 B4.2<br>KPI B4.2                                   | 描述在發現違規情況時消除有關情況所採取的步驟。<br>Description of steps taken to eliminate such practices when discovered.  | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)<br>3.2 員工權益保障<br>3.2 Employee Rights Protection |

| 層面 B<br>Aspect B                                 |   | 披露位置<br>Disclosure Location                             |
|--|---|---|
| 層面B5 供應鏈管理<br>Aspect B5: Supply Chain Management |   |   |
| 一般披露<br>General Disclosure                       | 管理供應鏈的環境及社會風險政策。<br>Policies on managing environmental and social risks of the supply chain.  | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management |
| 關鍵績效指標B5.1<br>KPI B5.1                           | 按地區劃分的供應商數目。<br>Number of suppliers by geographical region.   | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table      |
| 關鍵績效指標B5.2<br>KPI B5.2                           | 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。<br>Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.   | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management |
| 關鍵績效指標B5.3<br>KPI B5.3                           | 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。<br>Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.   | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management |
| 關鍵績效指標B5.4<br>KPI B5.4                           | 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。<br>Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.   | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management |
| 層面B6 產品責任<br>Aspect B6: Product Responsibility   |   |   |
| 一般披露<br>General Disclosure                       | 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：<br>Information on health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress:<br><br>(a) 政策；及<br>(a) the policies; and<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer. | 2.1 質量優先<br>2.1 Quality First                           |
| 關鍵績效指標B6.1<br>KPI B6.1                           | 已售或已運送產品總數中因安全與健康理由而須回收的百分比。<br>Percentage of total products sold or shipped subject to recalls for safety and health reasons.  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table      |

| 層面 B<br>Aspect B                      |  | 披露位置<br>Disclosure Location  |
|---------------------------------------|--|--|
| 關鍵績效指標B6.2<br>KPI B6.2                | 接獲關於產品及服務的投訴數目以及應對方法。<br>Number of products and service related complaints received and how they are dealt with.   | 2.3 訂閱優先<br>2.3 Subscription Priority<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table            |
| 關鍵績效指標B6.3<br>KPI B6.3                | 描述與維護及保障知識產權有關的慣例。<br>Description of practices relating to observing and protecting intellectual property rights.  | 2.1 質量優先<br>2.1 Quality First  |
| 關鍵績效指標B6.4<br>KPI B6.4                | 描述質量檢定過程及產品回收程序。<br>Description of quality assurance process and recall procedures.  | 2.1 質量優先<br>2.1 Quality First  |
| 關鍵績效指標B6.5<br>KPI B6.5                | 描述消費者資料保障及私隱政策，以及相關執行及監察方法。<br>Description of consumer data protection and privacy policies, and how they are implemented and monitored.   | 2.1 質量優先<br>2.1 Quality First  |
| 層面B7 反貪污<br>Aspect B7: Anticorruption |  |  |
| 一般披露<br>General Disclosure            | 有關防止賄賂、勒索、欺詐及洗黑錢的：<br>Information on bribery, extortion, fraud and money laundering:<br><br>(a) 政策；及<br>(a) he policies; and<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer. | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity   |
| 關鍵績效指標B7.1<br>KPI B7.1                | 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。<br>Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.  | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| 關鍵績效指標B7.2<br>KPI B7.2                | 描述防範措施及舉報程序，以及相關執行及監察方法。<br>Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.   | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity   |

| 層面 B<br>Aspect B                              |   | 披露位置<br>Disclosure Location   |
|---|---|---|
| 關鍵績效指標 B7.3<br>KPI B7.3                       | 描述向董事及員工提供的反貪污培訓。<br>Description of anti-corruption training provided to directors and staff.   | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity<br>附錄 ESG 關鍵績效表<br>Appendix: ESG Key Performance Table |
| 層面 B8 社區投資<br>Aspect B8: Community Investment |   |   |
| 一般披露<br>General Disclosure                    | 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。<br>Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. | 3.6 社區參與：致良知，愛無界<br>3.6 Community Relations: Acting in All Conscience, Boundless Love                   |
| 關鍵績效指標 B8.1<br>KPI B8.1                       | 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。<br>Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).  | 3.6 社區參與：致良知，愛無界<br>3.6 Community Relations: Acting in All Conscience, Boundless Love                   |
| 關鍵績效指標 B8.2<br>KPI B8.2                       | 在專注範疇所動用資源（如金錢或時間）。<br>Resources contributed (e.g. money or time) to the focus area.  | 3.6 社區參與：致良知，愛無界<br>3.6 Community Relations: Acting in All Conscience, Boundless Love                   |

## D 部分：氣候相關披露 Part D: Climate-related Disclosures

| 氣候相關披露<br>Climate-related Disclosures   | 披露位置<br>Disclosure Location  |
|---|--|
| 管治<br>Governance  |  |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 負責監督氣候相關風險和機遇的治理機構（可包括董事會、委員會或其他同等治理機構）或個人的資訊。具體而言，發行人須指出有關機構或個人及披露以下資訊：<br>The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>4.1 完善環境管理<br>4.1 Enhancing Environmental Management<br>4.2 氣候戰略<br>4.2 Climate Strategy |

| 氣候相關披露<br>Climate-related Disclosures   | 披露位置<br>Disclosure Location  |
|---|--|
| (a) 該機構或個人如何釐定當前或將來是否有適當的技能和勝任能力來監督應對氣候相關風險和機遇的策略。<br>(a) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities.  | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>4.2 氣候戰略<br>4.2 Climate Strategy   |
| (b) 該機構或個人在監督發行人的策略、重大交易決策和風險管理程序及相關政策的過程中，如何考慮氣候相關風險和機遇，包括該機構或個人是否有考慮與該等氣候相關風險和機遇相關的權衡評估。<br>(b) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities. | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>4.2 氣候戰略<br>4.2 Climate Strategy   |
| (c) 該機構或個人如何監督有關氣候相關風險和機遇的目標制定並監察達標進度，包括是否將相關績效指標納入薪酬政策以及如何納入。<br>(c) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies.   | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| <ul style="list-style-type: none"> <li>關鍵績效指標 Key Performance Indicator</li> </ul> 該機構或個人獲悉氣候相關風險和機遇的方式和頻率。<br>how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities.  | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 管理層在用以監察、管理及監督氣候相關風險和機遇的管治流程、監控措施及程序中的角色，包括以下資訊：<br>management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:  | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| (a) 該角色是否被委託給特定的管理層人員或管理層委員會以及如何對該人員或委員會進行監督；<br>(a) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.  | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>4.1 完善政策及管理<br>4.1 Environmental Policy and Management<br>4.2 氣候戰略<br>4.2 Climate Strategy |

| 氣候相關披露<br>Climate-related Disclosures  | 披露位置<br>Disclosure Location  |
|--|--|
| (b) 管理層可有使用監控措施及程序協助監督氣候相關風險和機遇；如有，這些監控措施及程序如何與其他內部職能部門進行整合。<br>(b) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.  | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>4.1 完善政策及管理<br>4.1 Environmental Policy and Management<br>4.2 氣候戰略<br>4.2 Climate Strategy |
| <b>策略</b><br>Strategy  |  |
| <b>氣候相關風險和機遇</b><br>Climate-related Risks and Opportunities  |  |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 發行人須披露其資訊，以讓人理解其合理預期可能在短期、中期或長期影響其現金流量、融資渠道或資本成本的氣候相關風險和機遇。具體而言，發行人須：<br>An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall: | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| (a) 描述合理預期可能在短期、中期或長期影響發行人的現金流量、融資渠道或資本成本的氣候相關風險和機遇。<br>(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term.  | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| (b) 就發行人已識別的每項氣候相關風險，解釋發行人是否認為該風險是與氣候相關物理風險或與氣候相關轉型風險。<br>(b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk.  | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| (c) 就發行人已識別的每項氣候相關風險和機遇，具體說明其合理預期可能影響發行人的時間範圍（短期、中期或長期）。<br>(c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur.  | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| (d) 解釋發行人如何定義短期、中期及長期，以及這些定義如何與其策略決定規劃範圍掛鉤。<br>(d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.  | 4.2 氣候戰略<br>4.2 Climate Strategy   |

| 氣候相關披露<br>Climate-related Disclosures   | 披露位置<br>Disclosure Location      |
|---|----------------------------------|
| <b>業務模式和價值鏈</b><br>Business Model and Value chain   |                                  |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 發行人須披露讓人了解氣候相關風險和機遇對其業務模式和價值鏈的當前和預期影響的資訊。具體而言，發行人須作如下披露：<br>An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:   | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (a) 描述氣候相關風險和機遇對發行人的業務模式和價值鏈的當前以及預期影響；<br>(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain;   | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (b) 描述在發行人的業務模式和價值鏈中，氣候相關風險和機遇集中的地方（例如，地理區域、設施及資產類型）。<br>(b) a description of where in the issuer's business model and value chain climate related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).  | 4.2 氣候戰略<br>4.2 Climate Strategy |
| <b>策略和決策</b><br>Strategy and Decision-making  |                                  |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 有關發行人已經及將來計劃在其策略和決策中如何應對氣候相關風險和機遇的資訊，包括發行人計劃如何實現任何其所設定的氣候相關目標，以及任何法律或法規要求達到的目標。<br>information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about it. | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (a) 因應氣候相關風險和機遇而在當前及預期將來對發行人業務模式（包括資源配置）作出的變動。<br>(a) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities.  | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (b) 已經或預期將進行的任何適應或減緩工作（直接或間接）。<br>(b) current and anticipated adaptation and mitigation efforts (whether direct or indirect).   | 4.2 氣候戰略<br>4.2 Climate Strategy |

| 氣候相關披露<br>Climate-related Disclosures  | 披露位置<br>Disclosure Location      |
|--|----------------------------------|
| (c) 發行人任何與氣候相關轉型計劃（包括制定轉型計劃時使用的主要假設的資訊，以及該計劃所依賴的因素），或若發行人並未有這樣的計劃，則作適當的否定聲明。<br>(c) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan. | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (d) 發行人計劃如何實現氣候相關目標（包括任何溫室氣體排放目標（如有））。<br>(d) how the issuer plans to achieve any climate-related targets (including any GHG emissions targets (if any)).  | 4.2 氣候戰略<br>4.2 Climate Strategy |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 有關發行人當前及將來計劃如何為根據上述披露的行動提供資源。<br>Information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance.  | 4.2 氣候戰略<br>4.2 Climate Strategy |
| <b>氣候韌性</b><br>Climate Resilience  |                                  |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 發行人截至匯報日對其氣候韌性的評估，其有助於了解：<br>the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of:   | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (a) 發行人的分析結果對其策略和業務模式的影響（如有），包括發行人需要如何應對氣候相關情景分析中確定的影響。<br>(a) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis.  | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (b) 發行人對氣候韌性的評估中考慮的重大不確定因素的範疇。<br>(b) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience.  | 4.2 氣候戰略<br>4.2 Climate Strategy |
| (c) 發行人根據氣候發展調整其短期、中期和長期策略和業務模式的能力。<br>(c) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term.  | 4.2 氣候戰略<br>4.2 Climate Strategy |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 如何及何時進行氣候相關情景分析，包括：<br>how and when the climate-related scenario analysis was carried out, including:  | 4.2 氣候戰略<br>4.2 Climate Strategy |

| 氣候相關披露<br>Climate-related Disclosures  | 披露位置<br>Disclosure Location  |
|--|--|
| (a) 使用的輸入數據，包括：<br>(a) information about the inputs used, including:<br>(1) 發行人在分析中使用的氣候相關情景及其來源。<br>(1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios.<br>(2) 分析是否涵蓋多種不同的氣候相關情景。<br>(2) whether the analysis included a diverse range of climate-related scenarios.<br>(3) 分析所使用的氣候相關情景是否與氣候相關轉型風險或氣候相關物理風險有關。<br>(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks.<br>(4) 發行人在其情景中是否使用了與最新氣候變化國際協議相一致的情景。<br>(4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change.<br>(5) 發行人為何認為所選擇的氣候相關情景與評估其氣候相關變化、發展或不確定性的韌性相關。<br>(5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties.<br>(6) 發行人在分析中所使用的時間範圍。<br>(6) time horizons the issuer used in the analysis.<br>(7) 發行人分析所涵蓋的營運範圍（例如分析所涵蓋的營運地點及業務單位）。<br>(7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis). | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| (b) 發行人在分析中所作的關鍵假設。<br>(b) the key assumptions the issuer made in the analysis.  | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| (c) 進行氣候相關情景分析的匯報期。<br>(c) the reporting period in which the climate-related scenario analysis was carried out.  | 4.2 氣候戰略<br>4.2 Climate Strategy   |
| <b>風險管理</b><br>Risk Management   |  |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 發行人用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策，包括有關以下方面的資訊。<br>the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about.  | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>4.2 氣候戰略<br>4.2 Climate Strategy |
| (a) 發行人使用的輸入資料及參數（例如資料來源及程序所涵蓋的業務範圍）。<br>(a) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes).   | 4.2 氣候戰略<br>4.2 Climate Strategy   |

| 氣候相關披露<br>Climate-related Disclosures   | 披露位置<br>Disclosure Location   |
|---|---|
| (b) 發行人可有及如何使用氣候相關情景分析來識別氣候相關風險。<br>(b) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks.  | 4.2 氣候戰略<br>4.2 Climate Strategy  |
| (c) 發行人如何評估有關風險的影響的性質、可能性及程度（例如發行人可有考慮定性因素、量化門檻或其他所用標準）。<br>(c) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria).  | 4.2 氣候戰略<br>4.2 Climate Strategy  |
| (d) 發行人可有及如何就氣候相關風險相對於其他類型風險的優次排列。<br>(d) whether and how the issuer prioritises climate-related risks relative to other types of risks.  | 4.2 氣候戰略<br>4.2 Climate Strategy  |
| (e) 發行人如何監察其氣候相關風險。<br>(e) how the issuer monitors climate-related risks.   | 4.2 氣候戰略<br>4.2 Climate Strategy  |
| (f) 與上一個匯報期相比，發行人可有及如何改變其使用的流程。<br>(f) whether and how the issuer has changed the processes it uses compared with the previous reporting period.  | 4.2 氣候戰略<br>4.2 Climate Strategy  |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入發行人的整體風險管理流程，以及融入的程度如何。<br>the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.  | 4.2 氣候戰略<br>4.2 Climate Strategy  |
| 指標及目標<br>Metrics and Targets  |   |
| 溫室氣體排放<br>GHG Emissions   |   |
| <ul style="list-style-type: none"> <li>關鍵績效指標 Key Performance Indicator</li> </ul> 發行人須披露匯報期內的溫室氣體絕對總排放量（以公噸二氧化碳當量表示），並分為：<br>An issuer shall disclose its absolute gross GHG emissions generated during the reporting period, expressed as metric tons of CO <sub>2</sub> equivalent, classified as: <ol style="list-style-type: none"> <li>範圍1溫室氣體排放。<br/>(1) Scope 1 GHG emissions.</li> <li>範圍2溫室氣體排放。<br/>(2) Scope 2 GHG emissions.</li> <li>範圍3溫室氣體排放。<br/>(3) Scope 3 GHG emissions.</li> </ol> | 4.2氣候戰略<br>4.2 Climate Strategy<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |

| 氣候相關披露<br>Climate-related Disclosures   | 披露位置<br>Disclosure Location   |
|---|---|
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 除非管轄機關或發行人上市之另一交易所另有要求，否則發行人須根據《溫室氣體核算體系：企業核算與報告標準（2004年）》計量其溫室氣體排放。<br>measure its GHG emissions in accordance with the <i>GHG Protocol: A Corporate Accounting and Reporting Standard (2004)</i> unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring GHG emissions.   | 4.2氣候戰略<br>4.2 Climate Strategy<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 披露其用於計量溫室氣體排放的方法，包括：<br>disclose the approach it uses to measure its GHG emissions including: <ol style="list-style-type: none"> <li>發行人用於計量其溫室氣體排放的計量方法、輸入資料及假設。<br/>(1) the measurement approach, inputs and assumptions the issuer uses to measure its GHG emissions.</li> <li>發行人為何選擇該計量方法、輸入資料及假設計量溫室氣體排放。<br/>(2) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its GHG emissions.</li> <li>發行人在匯報期對計量方法、輸入資料及假設進行的任何變更以及變更原因。<br/>(3) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes.</li> </ol> | 4.2氣候戰略<br>4.2 Climate Strategy<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 就根據第28(b)段披露的範圍2溫室氣體排放，披露其以地域為基準的範圍2溫室氣體排放，並提供有助於了解該排放的任何所需合約文書的資訊。<br>for Scope 2 GHG emissions disclosed, disclose its location-based Scope 2 GHG emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 GHG emissions.  | 4.2氣候戰略<br>4.2 Climate Strategy<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 就根據第28(c)段披露的範圍3溫室氣體排放，根據《溫室氣體核算體系：企業價值鏈（範圍3）核算與報告標準（2011年）》所述的範圍3類別披露發行人計量範圍3溫室氣體排放中包含的類別。<br>for Scope 3 GHG emissions disclosed, disclose the categories included within the issuer's measure of Scope 3 GHG emissions, in accordance with the <i>Scope 3 categories described in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)</i> .  | 4.2氣候戰略<br>4.2 Climate Strategy<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |

| 氣候相關披露<br>Climate-related Disclosures   | 披露位置<br>Disclosure Location     |
|---|---------------------------------|
| 氣候相關目標<br>Climate-related Targets   |                                 |
| <ul style="list-style-type: none"> <li>一般披露 General Disclosure</li> </ul> 發行人須披露(a)其為監察實現其策略目標的進展而設定的與氣候相關的定性及量化目標；及(b)法律或法規要求發行人達到的任何目標，包括任何溫室氣體排放目標。發行人須就每個目標逐一披露：<br>An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any GHG emissions targets. For each target, the issuer shall disclose: | 4.2氣候戰略<br>4.2 Climate Strategy |
| (a) 用以設定目標的指標。<br>(a) the metric used to set the target.  | 4.2氣候戰略<br>4.2 Climate Strategy |
| (b) 目標的目的（例如減緩、適應或以科學為基礎的舉措）。<br>(b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives).   | 4.2氣候戰略<br>4.2 Climate Strategy |
| (c) 目標的適用範圍（例如目標是適用於發行人整個集團還是部分（如僅適用於某個業務單位或地理區域））。<br>(c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region).  | 4.2氣候戰略<br>4.2 Climate Strategy |
| (d) 如屬量化目標，其屬絕對目標還是強度目標。<br>(d) if the target is quantitative, whether the target is an absolute target or an intensity target.   | 4.2氣候戰略<br>4.2 Climate Strategy |
| (e) 最新氣候變化國際協議（包括該協議產生的司法承諾）如何幫助發行人設定目標。<br>(e) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.   | 4.2氣候戰略<br>4.2 Climate Strategy |
| <ul style="list-style-type: none"> <li>關鍵績效指標 Key Performance Indicator</li> </ul> 目標的適用期間。<br>the period over which the target applies.  | 4.2氣候戰略<br>4.2 Climate Strategy |
| <ul style="list-style-type: none"> <li>關鍵績效指標 Key Performance Indicator</li> </ul> 衡量進度的基準期間。<br>the base period from which progress is measured.   | 4.2氣候戰略<br>4.2 Climate Strategy |
| <ul style="list-style-type: none"> <li>關鍵績效指標 Key Performance Indicator</li> </ul> 階段性目標或中期目標（如有）。<br>milestones or interim targets (if any).   | 4.2氣候戰略<br>4.2 Climate Strategy |

## GRI 可持續發展報告標準內容索引表 GRI Standards Content Index

|   |
|---|
| <ul style="list-style-type: none"> <li>使用說明 Usage Instructions</li> </ul> 金蝶國際在2025年1月1日至2025年12月31日期間參照GRI標準報告了在此份GRI內容索引中引用的信息<br>Kingdee International reported the information referenced in this GRI content index in accordance with the GRI Standards for the period from January 1, 2025, to December 31, 2025. |
| <ul style="list-style-type: none"> <li>標準引用 Standard Citation</li> </ul> GRI 1: 基礎2021<br>GRI 1- Foundation 2021  |

| 披露項<br>Disclosure Items  | 披露位置<br>Disclosure Location  |
|--|--|
| GRI 2: 一般披露 2021<br>GRI 2: General Disclosures 2021                                    |  |
| 2-1 組織詳細情況<br>Organizational details   | 關於金蝶國際<br>About Kingdee International  |
| 2-2 納入組織可持續發展報告的實體<br>Entities included in the organization's sustainability reporting | 關於本報告<br>About this Report   |
| 2-3 報告期、報告頻率和聯繫人<br>Reporting period, frequency and contact point                      | 關於本報告<br>About this Report   |
| 2-4 信息重述<br>Restatements of information  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Tables  |
| 2-5 外部鑑證<br>External Assurance   | 關於本報告<br>About this Report   |
| 2-6 活動、價值鏈和其他業務關係<br>Activities, value chain and other business relationships          | 關於本報告<br>About this Report<br>1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management                            |
| 2-7 員工<br>Employees  | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |

| 披露項<br>Disclosure Items |  | 披露位置<br>Disclosure Location   |
|-------------------------|--|---|
| 2-8                     | 員工之外的工作者<br>Workers who are not employees  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table  |
| 2-9                     | 管治架構和組成<br>Governance structure and composition  | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>1.2 規範公司治理<br>1.2 Compliance and Corporate Governance |
| 2-10                    | 最高管治機構的提名和遴選<br>Nomination and selection of the highest governance body                            | 1.2 規範公司治理<br>1.2 Compliance and Corporate Governance   |
| 2-11                    | 最高管治機構的主席<br>Chair of the highest governance body  | 1.2 規範公司治理<br>1.2 Compliance and Corporate Governance   |
| 2-12                    | 在管理影響方面，最高管治機構的監督作用<br>Role of the highest governance body in overseeing the management of impacts | 董事會聲明<br>Board Statement<br>1.3 全面風險管理<br>1.3 Comprehensive Risk Management                           |
| 2-13                    | 為管理影響的責任授權<br>Delegation of responsibility for managing impacts                                    | 1.1 可持續發展管理<br>1.1 Sustainability Management  |
| 2-14                    | 最高管治機構在可持續發展報告中的作用<br>Role of the highest governance body in sustainability reporting              | 董事會聲明<br>Board Statement<br>1.1 可持續發展管理<br>1.1 Sustainability Management                              |
| 2-15                    | 利益衝突<br>Conflicts of interest  | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity  |
| 2-16                    | 重要關切問題的溝通<br>Communication of critical concerns  | 1.1 可持續發展管理<br>1.1 Sustainability Management  |
| 2-17                    | 最高管治機構的共同知識<br>Collective knowledge of the highest governance body                                 | 1.2 規範公司治理<br>1.2 Compliance and Corporate Governance   |
| 2-18                    | 對最高管治機構的績效評估<br>Evaluation of the performance of the highest governance body                       | 1.2 規範公司治理<br>1.2 Compliance and Corporate Governance   |
| 2-19                    | 薪酬政策<br>Remuneration policies  | 3.3 員工培訓與發展<br>3.3 Employee Training and Development  |
| 2-20                    | 確定薪酬的程序<br>Process to determine remuneration   | 3.3 員工培訓與發展<br>3.3 Employee Training and Development  |

| 披露項<br>Disclosure Items                         |  | 披露位置<br>Disclosure Location  |
|---|--|--|
| 2-22  | 關於可持續發展戰略的聲明<br>Statement on sustainable development strategy      | 董事會聲明<br>Board Statement   |
| 2-23  | 政策承諾<br>Policy commitments   | 關於本報告<br>About this Report<br>3.2 員工權益保障<br>3.2 Employee Rights Protection                               |
| 2-24  | 融合政策承諾<br>Embedding policy commitments                             | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>3.2 員工權益保障<br>3.2 Employee Rights Protection             |
| 2-25  | 補救負面影響的程序<br>Processes to remediate negative impacts               | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity<br>3.2 員工權益保障<br>3.2 Employee Rights Protection         |
| 2-26  | 尋求建議和提出關切的機制<br>Mechanisms for seeking advice and raising concerns | 1.1 可持續發展管理<br>1.1 Sustainability Management<br>3.4 員工溝通與關懷<br>3.4 Employee Communication and Well-being |
| 2-27  | 遵守法律法規<br>Compliance with laws and regulations                     | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity   |
| 2-29  | 利益相關方參與的方法<br>Approach to stakeholder engagement                   | 1.1 可持續發展管理<br>1.1 Sustainability Management   |
| 2-30  | 集體談判協議<br>Collective bargaining agreements                         | 3.2 員工權益保障<br>3.2 Employee Rights Protection   |
| GRI 3: 實質性議題2021<br>GRI 3: Material Topics 2021 |  |  |
| 3-1   | 確定實質性議題的過程<br>Process to determine material topics                 | 1.1.3 重要性議題評估<br>1.1.3 Materiality Assessment of ESG Issues  |
| 3-2   | 實質性議題清單<br>List of material topics                                 | 1.1.3 重要性議題評估<br>1.1.3 Materiality Assessment of ESG Issues  |

| 披露項<br>Disclosure Items  |  | 披露位置<br>Disclosure Location  |
|--|--|--|
| 3-3  | 實質性議題的管理<br>Management of material topics  | 1.1.3 重要性議題評估<br>1.1.3 Materiality Assessment of ESG<br>Issues<br>本報告各章節<br>Sections of this Report                      |
| GRI 201: 經濟績效2016<br>GRI 201: Economic Performance 2016        |  |  |
| 201-1  | 直接產生和分配的經濟價值<br>Direct economic value generated and distributed  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 201-2  | 氣候變化帶來的財務影響和其他風險和機遇<br>Financial implications and other risks and opportunities due<br>to climate change | 4.2氣候戰略<br>4.2 Climate Strategy  |
| 201-3  | 固定福利計劃義務和其他退休計劃<br>Defined benefit plan obligations and other retirement plans                           | 3.4 員工溝通與關懷<br>3.4 Employee Communication and<br>Well-being  |
| GRI 203: 間接經濟影響2016<br>GRI 203: Indirect Economic Impacts 2016 |  |  |
| 203-1  | 基礎設施投資和支持性服務<br>Infrastructure investments and services supported  | 4.6 綠色建築<br>4.6 Green Building   |
| 203-2  | 重大間接經濟影響<br>Significant indirect economic impacts  | 2.5 場景化<br>2.5 Scene-Based<br>3.6 社區參與: 致良知, 愛無界<br>3.6 Community Relations: Acting in All<br>Conscience, Boundless Love |
| GRI 205: 反腐敗2016<br>GRI 205: Anti-corruption 2016              |  |  |
| 205-1  | 已進行腐敗風險評估的運營點<br>Operations assessed for risks related to corruption                                     | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity   |
| 205-2  | 反腐敗政策和程序的傳達及培訓<br>Communication and training about anti-corruption policies<br>and procedures            | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity   |
| 205-3  | 經確認的腐敗事件和採取的行動<br>Confirmed incidents of corruption and actions taken                                    | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity   |

| 披露項<br>Disclosure Items                                       |   | 披露位置<br>Disclosure Location  |
|---|---|--|
| GRI 206: 反競爭行為 201<br>GRI 206: Anti-competitive Behavior 2016 |   |  |
| 206-1   | 針對反競爭行為、反托拉斯和反壟斷實踐的法律訴訟<br>Legal actions for anti-competitive behavior, anti-trust, and<br>monopoly practices | 1.4 商業道德與誠信<br>1.4 Business Ethics and Integrity<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| GRI 302: 能源2016<br>GRI 302: Energy 2016                       |   |  |
| 302-1   | 組織內部的能源消耗量<br>Energy consumption within the organization  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 302-2   | 組織外部的能源消耗量<br>Energy consumption outside of the organization  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 302-3   | 能源強度<br>Energy intensity  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 302-4   | 減少能源消耗<br>Reduction of energy consumption   | 4.3 能源管理<br>4.3 Energy Management  |
| 302-5   | 產品和服務的能源需求下降<br>Reductions in energy requirements of products and services                                    | 4.3 能源管理<br>4.3 Energy Management  |
| GRI 303: 水資源和污水2018<br>GRI 303: Water and Effluents 2018      |   |  |
| 303-1   | 組織與水作為共有資源的相互影響<br>Interactions with water as a shared resource   | 4.4 水資源管理<br>4.4 Water Resource Management   |
| 303-2   | 管理與排水相關的影響<br>Management of water discharge related impacts   | 4.4 水資源管理<br>4.4 Water Resource Management   |
| 303-3   | 取水<br>Water withdrawal  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 303-4   | 排水<br>Water discharge   | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 303-5   | 耗水<br>Water consumption   | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |

| 披露項<br>Disclosure Items   |  | 披露位置<br>Disclosure Location  |
|---|--|--|
| GRI 305: 排放2016<br>GRI 305: Emissions 2016                              |  |  |
| 305-1   | 直接 (範圍1) 溫室氣體排放<br>Direct (Scope 1) GHG emissions                                | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 305-2   | 能源間接 (範圍2) 溫室氣體排放<br>Energy indirect (Scope 2) GHG emissions                     | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 305-3   | 其他間接 (範圍3) 溫室氣體排放<br>Other indirect (Scope 3) GHG emissions                      | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 305-4   | 溫室氣體排放強度<br>GHG emissions intensity  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| 305-5   | 溫室氣體減排量<br>Reduction of GHG emissions  | 4.2氣候戰略<br>4.2 Climate Strategy  |
| GRI 306: 廢棄物2020<br>GRI 306: Waste 2020                                 |  |  |
| 306-1   | 廢棄物的產生及廢棄物相關重大影響<br>Waste generation and significant waste-related impacts       | 4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management   |
| 306-2   | 廢棄物相關重大影響的管理<br>Management of significant waste related impacts                  | 4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management   |
| 306-3   | 產生的廢棄物<br>Waste generated  | 4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management   |
| 306-4   | 從處置中轉移的廢棄物<br>Waste diverted from disposal                                       | 4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| 306-5   | 進入處置的廢棄物<br>Waste directed to disposal   | 4.5 排放與廢棄物管理<br>4.5 Emissions and Waste Management<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| GRI 308: 供應商環境評估2016<br>GRI 308: Supplier Environmental Assessment 2016 |  |  |
| 308-1   | 使用環境評價維度篩選的新供應商<br>New suppliers that were screened using environmental criteria | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management  |

| 披露項<br>Disclosure Items  |  | 披露位置<br>Disclosure Location  |
|--|--|--|
| 308-2  | 供應鏈中的負面環境影響以及採取的行動<br>Negative environmental impacts in the supply chain and actions taken   | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management  |
| GRI 401: 僱傭2016<br>GRI 401: Employment 2016                          |  |  |
| 401-1  | 新進員工僱傭率和員工流動率<br>New Employee Hiring and Employee Turnover   | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| 401-2  | 提供給全職員工 (不包括臨時或兼職員工) 的福利<br>Benefits provided to full-time employees that are not provided to temporary or part-time employees           | 3.3 員工培養與發展<br>3.3 Employee Training and Development   |
| 401-3  | 育兒假<br>Parental Leave  | 附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table   |
| GRI 403: 職業健康與安全2018<br>GRI 403: Occupational Health and Safety 2018 |  |  |
| 403-1  | 職業健康安全管理体系<br>Occupational health and safety management system   | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)  |
| 403-2  | 危害識別、風險評估和事故調查<br>Hazard identification, risk assessment, and incident investigation   | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)  |
| 403-3  | 職業健康服務<br>Occupational health services   | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)  |
| 403-4  | 職業健康安全事務: 工作者的參與、意見徵詢和溝通<br>Worker participation, consultation, and communication on occupational health and safety                      | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)  |
| 403-5  | 工作者職業健康安全培訓<br>Worker training on occupational health and safety   | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)  |
| 403-6  | 促進工作者健康<br>Promotion of worker health  | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)  |
| 403-7  | 預防和減緩與業務關係直接相關的職業健康安全影響<br>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)  |

| 披露項<br>Disclosure Items  |   | 披露位置<br>Disclosure Location   |
|--|---|---|
| 403-8  | 職業健康安全體系覆蓋的工作者<br>Workers covered by an occupational health and safety management system                    | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)   |
| 403-9  | 工傷<br>Work-related injuries   | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| 403-10   | 工作相關的健康問題<br>Work-related ill health  | 3.5 職業健康與安全<br>3.5 Occupational Health and Safety (OHS)<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table |
| GRI 404: 培訓與教育2016<br>GRI 404: Training and Education 2016             |   |   |
| 404-1  | 每名員工每年接受培訓的平均小時數<br>Average hours of training per year per employee   | 3.3 員工培養與發展<br>3.3 Employee Training and Development<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table    |
| 404-2  | 員工技能提升方案和過渡援助方案<br>Programs for upgrading employee skills and transition assistance programs                | 3.3 員工培養與發展<br>3.3 Employee Training and Development  |
| 404-3  | 定期接受績效和職業發展考核的員工百分比<br>Percentage of employees receiving regular performance and career development reviews | 3.3 員工培養與發展<br>3.3 Employee Training and Development<br>附錄 ESG關鍵績效表<br>Appendix: ESG Key Performance Table    |
| GRI 405: 多元性與平等機會2016<br>GRI 405: Diversity and Equal Opportunity 2016 |   |   |
| 405-1  | 管治機構與員工的多元化<br>Diversity of governance bodies and employees   | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)  |
| GRI 406: 反歧視2016<br>GRI 406: Non-discrimination 2016                   |   |   |
| 406-1  | 歧視事件及採取的糾正行動<br>Incidents of discrimination and corrective actions taken                                    | 3.1 多元、公平與包容<br>3.1 Diversity, Equity, and Inclusion (DEI)<br>3.2 員工權益保障<br>3.2 Employee Rights Protection    |

| 披露項<br>Disclosure Items  |  | 披露位置<br>Disclosure Location   |
|--|--|---|
| GRI 407: 結社自由與集體談判2016<br>GRI 407: Freedom of Association and Collective Bargaining 2016 |  |   |
| 407-1  | 結社自由和集體談判權可能面臨風險的運營點和供應商<br>Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management<br>3.2 員工權益保障<br>3.2 Employee Rights Protection |
| GRI 408: 童工 2016<br>GRI 408: Child Labor 2016  |  |   |
| 408-1  | 具有重大童工事件風險的運營點和供應商<br>Operations and suppliers at significant risk for incidents of child labor  | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management<br>3.2 員工權益保障<br>3.2 Employee Rights Protection |
| GRI 409: 強迫或強制勞動 2016<br>GRI 409: Forced or Compulsory Labor 2016                        |  |   |
| 409-1  | 具有強迫或強制勞動事件重大風險的運營點和供應商<br>Operations and suppliers at significant risk for incidents of forced or compulsory labor                        | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management<br>3.2 員工權益保障<br>3.2 Employee Rights Protection |
| GRI 413: 當地社區 2016<br>GRI 413: Local Communities 2016                                    |  |   |
| 413-1  | 有當地社區參與、影響評估和發展計劃的運營點<br>Operations with local community engagement, impact assessments, and development programs                          | 3.6 社區參與: 致良知, 愛無界<br>3.6 Community Relations: Acting in All Conscience, Boundless Love                 |
| GRI 414: 供應商社會評估 2016<br>GRI 414: Supplier Social Assessment 2016                        |  |   |
| 414-1  | 使用社會標準篩選的新供應商<br>New suppliers that were screened using social criteria  | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management   |
| 414-2  | 供應鏈中的負面社會影響和採取的行動<br>Negative social impacts in the supply chain and actions taken   | 1.5 可持續供應鏈管理<br>1.5 Sustainable Supply Chain Management   |

| 披露項<br>Disclosure Items  |  | 披露位置<br>Disclosure Location  |
|--|--|--|
| GRI 416: 客戶健康與安全2016<br>GRI 416: Customer Health and Safety 2016 |  |  |
| 416-1  | 評估產品和服務類別的健康與安全影響<br>Assessment of the health and safety impacts of product and service categories                     | 2.1 質量優先<br>2.1 Quality First  |
| 416-2  | 涉及產品和服務的健康與安全影響的違規事件<br>Incidents of non-compliance concerning the health and safety impacts of products and services  | 未發生違反有關產品和服務的健康與安全影響的法規和/或自願性守則的事件<br>No incidents of non-compliance with relevant regulations and/or voluntary codes concerning the health and safety impacts of products and services have occurred. |
| GRI 417: 營銷與標識2016<br>GRI 417: Marketing and Labeling 2016       |  |  |
| 417-1  | 對產品和服務信息與標識的要求<br>Requirements for product and service information and labeling  | 2.1 質量優先<br>2.1 Quality First  |
| 417-2  | 涉及產品和服務信息與標識的違規事件<br>Incidents of non-compliance concerning product and service information and labeling               | 未發生違反有關產品和服務信息與標識法規和/或自願性守則的事件<br>No incidents of non-compliance with relevant product and service information and labelling regulations and/or voluntary codes have occurred.                         |
| 417-3  | 涉及營銷傳播的違規事件<br>Incidents of non-compliance concerning marketing communications   | 未發生違反有關營銷傳播的法規和/或自願性守則的事件<br>No incidents of non-compliance with relevant marketing communication regulations and/or voluntary codes have occurred.  |
| GRI 418: 客戶隱私2016<br>GRI 418: Customer Privacy 2016              |  |  |
| 418-1  | 涉及侵犯客戶隱私和丟失客戶資料的經證實的投訴<br>Substantiated complaints concerning breaches of customer privacy and losses of customer data | 2.1 質量優先<br>2.1 Quality First  |