

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



2021



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

Stock Code 股份代號: 268

Contents

目錄

Message from the President 主席寄語

About Kingdee 關於金蝶

- 2.1 Introduction of Kingdee
金蝶簡介
- 2.2 Aims and Objectives
宗旨和目標
- 2.3 Product Deployment
產品部署

Corporate Governance 企業管治

- 3.1 ESG Governance
ESG 管治
- 3.2 Kingdee Philosophy
金蝶哲學
- 3.3 Business Code of Conduct
商業行為準則

Customer Centricity 以客户為中心

- 4.1 Technology Innovation
技術創新
- 4.2 Product quality and safety
產品質量與安全
- 4.3 Protecting Intellectual Property
保護知識產權
- 4.4 Excellent Service
卓越服務

Hardworking as foundation 以奮鬥者為本

- 5.1 Talent Management
人才管理
- 5.2 Talent Motivation and Retention
人才激勵與留存
- 5.3 Talent Development
人才發展
- 5.4 Corporate culture
企業文化

Social Responsibility 社會責任

- 6.1 Value Sharing
價值共享
- 6.2 Multi-Win Cooperation
多方共贏
- 6.3 Charity
公益慈善

Environmental Protection 環境保護

- 7.1 Climate Change Response
氣候變化應對
- 7.2 Environmentally-Friendly Operations
環保營運
- 7.3 Clean Technology
清潔技術

Overview of Sustainable Development Performance **可持續發展表現概述**

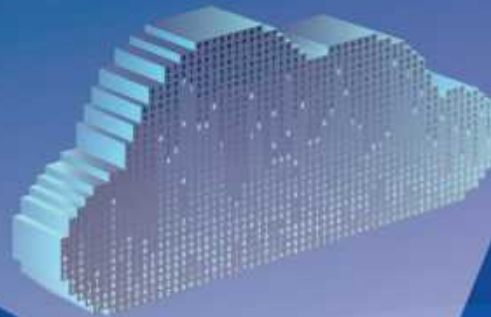
- 8.1 List of Policies
政策列表
- 8.2 List of Key Performance Indexes
關鍵績效指標列表
- 8.3 Index to Environmental, Social and Governance Reporting Guide
《環境，社會及管治報告指引》內容索引
- 8.4 Index to Codes of Global Reporting Initiative (GRI) - Core Options
全球報告倡議組織（GRI）準則內容索引
- 核心選項

About this report

關於本報告

- 9.1 Overview
概覽
- 9.2 Standard of Reporting
報告準則
- 9.3 Report Scope and Boundaries
報告範圍及邊界
- 9.4 Definitions
稱謂說明
- 9.5 Sources and Reliability Statement
資料來源及可靠性聲明
- 9.6 Access to and Evaluation of this Report
獲取及評價本報告
- 9.7 Confirmation and Approval
確認及批准

Statement of the Board **董事會聲明**



I Message from the President

Over the past 29 years, Kingdee, adhering to the mission of "Serving enterprises wholeheartedly and letting each of them shine", has had a strong presence in the enterprise service market and has been helping with the high-quality development of Chinese and overseas enterprises in the digital era.

Kingdee's sense of mission is showcased in helping enterprises quickly reduce costs and increase efficiency with its world-class technology. Kingdee's self-developed multi-dimensional database fills the gap in underlying technology in China, and its performance is five times higher than that of similar products worldwide. In the large enterprise market, Kingdee has won the No. 1 market share of IDC Chinese enterprise application SaaS ERM for four consecutive years, we have powered the successful localization of 102 large enterprises including Huawei, Vanke, China Merchants Group, HBIS Group, State Power Investment Corporation Limited and other well-known enterprises. Of the top 10 ports in China, seven are using Kingdee's products. Meanwhile, in the fast-growing enterprise market, Kingdee has won No.1 market share of IDC growing enterprise application for 17 consecutive years. Of all "Little Giant" enterprises with specialties, refined management, unique technologies, and innovation, nearly half are using Kingdee's product.

Kingdee's sense of mission is showcased in advancing the common prosperity and development of the industry ecology with its assembly platform competence. In the era of digital economy, all companies are software companies, and Kingdee aims to be the software company behind all software companies. With the Cosmic PaaS platform, Kingdee works with ISVs and delivery partners to create a PBC assembly model. Also, with its powerful R&D system, customer resources and SaaS operation system, Kingdee fully supports its partners to become ISVs or professional service providers. As at the end of 2021, Kingdee has had 2,518 marketing partners, 1,186 ISV partners and 488 delivery partners. Furthermore, Kingdee intends to set up the industrial fund, Kingdee Pursuit of Light - Digital Industry Fund, of a scale of RMB1 billion, to boost the transformation and upgrading of industrial partners and jointly create and share a win-win future in the new era of software.

Kingdee's sense of mission is showcased in providing a transformation methodology more suitable for Chinese enterprises with its investigation results into best management practices in different industries. In 2008, Kingdee, together with the Chinese Academy of Management and well-known domestic business schools (management schools), launched the public welfare election of outstanding Chinese management models. Over the past 14 years, Kingdee has investigated over 150 enterprises and influenced over 1 million enterprise managers, giving advice on the high-quality development of all industries, offering Chinese wisdom and Chinese solutions to global enterprise management, and committed to "letting Chinese management models rise globally".

Kingdee's sense of mission is showcased in guarding the country's economic

I 主席寄語

二十九年來，金蝶持續深耕企業服務市場，秉承「全心全意為企業服務，讓陽光照進每一個企業」的使命，助力中國及海外企業在數字化時代實現高質量發展。

金蝶的使命感，體現於通過比肩國際的技術，助力企業迅速實現降本增效。金蝶自研多維數據庫，填補了國內底層技術空白，性能超國際同類產品 5 倍。在大型企業市場，金蝶連續 4 年獲得 IDC 中國企業應用 SaaS ERM 市場佔有率第一，累計幫助 102 家大型企業完成國產化替代，客戶包括華為、萬科、招商局集團、河鋼集團、國家電投集團等知名企業。中國前 10 大港口中有 7 個都在使用金蝶。而在成長型企業市場，金蝶連續 17 年穩居 IDC 成長型企業應用市場佔有率第一，國家級專精特新「小巨人」企業中，近一半使用金蝶。

金蝶的使命感，體現於通過可組裝的平台能力，推動行業生態實現共榮發展。數字經濟時代，每一家公司都是軟件公司，金蝶要做的就是軟件公司背後的軟件公司。金蝶以蒼穹 PaaS 平台連袂 ISV 及交付夥伴，共創 PBC 可組裝模式。金蝶也以強大的研發體系，客戶資源以及 SaaS 營運體系，全面支持夥伴發展成為 ISV 或者專業服務提供商。截至 2021 年底，金蝶已擁有營銷夥伴 2,518 家、ISV 夥伴 1,186 家、交付夥伴 488 家。另外，金蝶擬設立規模為人民幣 10 億元的產業基金——金蝶追光者數字產業基金，助力行業夥伴轉型升級，共創共贏、共享未來，攜手開啟軟件新時代。

金蝶的使命感，體現於探索各行各業最佳管理實踐，提供更適合中國企業的轉型方法論。2008 年，金蝶聯合中國管理現代化研究會與國內知名商學院（管理學院），發起中國管理模式傑出獎公益遴選活動。十四年來，調研超過 150 家企業，影響超過 100 萬名企業管理者，為各行業實現高質量發展獻計獻策，為全球企業管理提供中國智慧和中國方案，矢志「讓中國管理模式在全球崛起」。

金蝶的使命感，體現於堅持安全可信的數

development with its safe and reliable data services. In 2021, Kingdee received the ISO/IEC 27701:2019 Privacy Management System Certification from the international well-known standards certification body, which was to recognize the enterprise's leading strength in data protection and high attention to user privacy security, as one of the most authoritative certifications in the field of privacy protection. Kingdee has formulated strict regulations and control measures for safe development, so as to guarantee the stability and reliability of SaaS business application products, guard the security functions and code security of Kingdee's cloud products and build an iron wall for enterprises' digital security.

Kingdee's sense of mission is showcased in continuously leading the team to improve professional ability and spiritual quality with its bottom line, ambition and a high sense of social responsibility. In order to correctly handle the relationships with eight stakeholders, namely customers, employees, partners, shareholders, peers, the public, the government and the environment, Kingdee has established the Kingdee Philosophy since 2019, clearly specifying the corresponding guidelines. The application and implementation of Kingdee Philosophy have improved the professional ethics and cultural level of all employees. In 2021, Kingdee improved *Kingdee Disciplinary punishment Regulations*, expanding the original three bottom-line behaviors into ten bottom-line behaviors to further strengthen the bottom-line thinking of all employees.

The growth process of an enterprise is like the process of finding the inner light. We will continue to uphold the core values of "Acting in all Conscience, with Integrity and Righteousness", maintain a long-lasting clear mind and pure heart and long-term professionalism, continuously enhance Kingdee's core competitiveness and social responsibility, keep wholeheartedly serving enterprises and striving to be the most trusted enterprise service platform, and let both Chinese management software and Chinese management model rise globally!

據服務，為國家經濟發展保駕護航。2021年，金蝶獲得由國際知名標準認證機構頒發的 ISO/IEC 27701:2019 隱私管理體系認證，這一認證旨在肯定被授予者，在數據保護方面的領先實力及對用戶隱私安全的高度重視，是隱私保護領域最權威的認證之一。我們制定了安全開發規範等嚴格的要求和安全開發控制措施，從而保障 SaaS 業務應用產品的穩定性和可靠性，保障金蝶雲產品的安全功能和代碼安全，為企業數字安全構築銅牆鐵壁。

金蝶的使命感，體現於有底線、有追求以及高度的社會責任感，不斷帶領團隊提升專業能力與心靈品質。為了正確處理與客戶、員工、夥伴、股東、同行、公眾、政府和環境等八個利益相關者之間的關係，金蝶自 2019 年起就建立了金蝶哲學，明確規定了相應的指引。金蝶哲學的應用和實施提升了全員的職業操守和文化水平。2021 年，金蝶完善了《金蝶紀律處分條例》，將原有的三大底線行為擴展為十大底線行為，進一步加強全員底線思維。

企業的成長的過程如同內心尋找光明的過程。我們將繼續秉承「致良知，走正道，行王道」的核心價值觀，長期堅持明心淨心，長期堅持專業主義，不斷提升金蝶的核心競爭能力和社會責任感，繼續全心全意為企業服務，成為最值得託付的企業服務平台，讓中國管理軟件在全球崛起，讓中國管理模式在全球崛起！

2 About Kingdee

2.1 Introduction of Kingdee

Kingdee International Software Group Company Limited ("Kingdee International" or "Kingdee") was established in 1993. It is listed on the Main Board of the Hong Kong Stock Exchange (stock code: 0268.HK) and headquartered in Shenzhen, the PRC. Kingdee has been repeatedly recognized by internationally renowned research institutions during the year, and IDC data shows that the Company continues to rank No. 1 in the market share of growth enterprise application software and enterprise application software SaaS ERM (Cloud ERP), and Kingdee has been not only No. 1 in the market share of growth enterprise application software in China for 17 consecutive years, but also No. 1 in the market share of enterprise ERM SaaS (i.e. Cloud ERP) and financial SaaS in China for 5 consecutive years. Kingdee is currently the only SaaS cloud service provider for Chinese enterprises selected into Gartner's global market guide and has become the only Chinese SaaS company winning the 2020 IDC ERP SaaS Customer Satisfaction Award. In the first half of 2021, Kingdee continued to rank No.1 in the market share of SaaS EA (enterprise application software cloud service), SaaS ERM (enterprise resource management cloud service), and financial cloud.

2 關於金蝶

2.1 金蝶簡介

金蝶國際軟件集團有限公司（「金蝶國際」或「金蝶」）始創於1993年，是香港聯交所主板上市公司（股票代碼：0268.HK），總部位於中國深圳。金蝶年內屢獲國際知名研究機構認可。IDC數據顯示本公司蟬聯成長型企業應用軟件及企業級應用軟件 SaaS ERM（雲 ERP）佔有率排名第一，金蝶不僅連續17年穩居中國成長型企業應用軟件市場佔有率第一、更連續5年在中國企業級 ERM SaaS（即雲 ERP）、財務 SaaS 市場佔有率第一。金蝶是目前唯一入選 Gartner 全球市場指南（Market Guide）的中國企業 SaaS 雲服務廠商，並成為唯一榮獲 IDC 2020 ERP SaaS 客戶滿意度大獎的中國 SaaS 廠商。2021 上半年，金蝶在 SaaS EA（企業級應用軟件雲服務）、SaaS ERM（企業資源管理雲服務）、財務雲市場佔有率維持排名第一。

Total number of employees 員工總數	Three software parks located in Shenzhen, Shanghai, and Beijing	Turnover RMB 營業額 人民幣	No significant changes in organizational structure, ownership and supply chain compared to 2020
11,588 employees 人	擁有位於深圳、上海和北京三個軟件園	4,174,147,000 元 24.4% year-on-year revenue growth 同比增長 24.4%	組織架構、擁有權及供應鏈情況與 2020 年相比無重大變動

2.2 Aims and Objectives

Kingdee takes "wholeheartedly serve enterprises and let the sun shine into every enterprise" as its mission, and "being the most trustworthy enterprise service platform" as its vision. We uphold the core values of "Acting in all Conscience, with Integrity and Righteousness" and are committed to becoming the world's leading cloud management and big data service company.

2.2 宗旨和目標

金蝶以「全心全意為企業服務，讓陽光照進每一個企業」為使命，以「做最值得託付的企業服務平台」為願景，恪守「致良知、走正道、行王道」的核心價值觀，致力於成為全球領先的雲管理和大數據服務公司。

2.3 Product Deployment

2.3 產品部署

s-HR Cloud

人力雲

Oriented towards medium and large size conglomerates and adhering to the 4S design concepts of "strategy-driven, universal interconnection, social collaboration, and talent supply", Kingdee s-HR Cloud builds a strategy-driven and universal-interconnection human resources management system for enterprises through the professional application platform for human resources management, multi-role socialized self-service platform and open cloud light application platform, thus developing and improving the core competitiveness of enterprises from the perspective of human resources.

面向中大型集團企業，秉承「戰略決策、社交協作、全員服務、人才供給」的4S設計理念，金蝶人力雲通過人力資源管理專業應用平台、多角色社交化的自助服務平台、開放的雲端輕應用平台，為企業構建戰略驅動、全員互聯人力資源管理體系，從人力資源角度構建和提升企業核心競爭力。

Financial cloud

財務雲

Integrates the latest financial management mode, digital and intelligent technologies, and the best practices of enterprises; based on Kingdee Cloud Cosmic (a cloud-native PaaS platform), builds a new generation of financial cloud applications such as cost management, financial accounting, financial sharing, financial middle-office, tax management, management accounting, corporate performance, fund management, etc., to reconstruct digital strength and facilitate financial transformation of large enterprises.

融合最新的財務管理模式、數字技術與企業最佳實踐，基於金蝶雲·蒼穹雲原生PaaS平台，構建費用管理、財務會計、財務共享、財務中台、稅務管理、管理會計、企業績效、資金管理等新一代財務雲應用，重構數字戰鬥力，助力大企業財務轉型。

Taxation cloud

稅務雲

Provides one-stop complete tax solutions for enterprises, helping enterprises to resolve multiple pain points and difficulties: including difficulties in collecting tax-related data, complex preparation of tax returns filing, lack of methods and transparency of tax risk control, lack of models and tools for tax analysis, etc.; greatly improves the work efficiency of tax teams and enterprises' compliance level.

為企業提供一站式完整稅務解決方案，幫助企業解決多個痛點難點：涉稅數據採集難、納稅申報編制複雜，稅務風險管控缺乏抓手及透明度，稅務分析缺乏模型及工具等，大幅提升稅務團隊的工作效率和企業合規遵從水平。

Manufacturing cloud

製造雲

Thoroughly fuses digital technology with lean production, with the vertical integration, end-to-end integration, and horizontal integration of intelligent manufacturing as the basis and with "interconnection, collaboration, leanness" as the core, to build applications including lean plans, pull Kanban, lean execution, intelligent logistics, lean collaboration, digital operation, etc.; focuses on the enterprise production efficiency and benefits, and builds digital production models with optimal delivery time, quality, cost and efficiency to help manufacturing enterprises realize digital transformation.

將數字化技術與精益生產深度融合，以智能製造的縱向集成、端到端集成、橫向集成為基礎，以「互聯、協同、精益」為核心，構建包含精益計劃、拉動看板、精益執行、智能物流、精益協同、數字化營運等應用，聚焦企業生產效率與效益，構建交期、品質、成本、效率最優的數字化生產模式，助力製造企業實現數字化轉型。



Supply chain cloud

供應鏈雲

Adheres to the mission of building a new generation of digital business symbiosis platform, as well as the product concepts of "symbiotic business, intelligent operation, shared middle-office", and upgrades traditional software such as procurement management, sales management, and warehouse management systems to the procurement cloud, supply chain cloud, and omni-channel marketing cloud, to provide enterprises with digital service capabilities of comprehensive business operation oriented towards customers, partners, and employees.

以打造新一代數字化商業共生平台為使命，以「共生商業、智能營運、共享中台」為產品理念，將傳統的採購管理、銷售管理、倉庫管理系統等軟件升級為採購雲、供應鏈雲、全渠道營銷雲，為企業提供面向客戶、夥伴、員工的全面業務營運的數字化服務能力。

Omni-channel cloud

全渠道雲

Based on the cloud-native PaaS platform of Kingdee Cloud Cosmic, helps enterprises build full-domain marketing channels, covering the whole business scenarios of e-commerce, retail, and channel distribution, and provides integrated services such as marketing empowerment, e-commerce transaction, retail transaction, channel transaction and member management, so as to meet enterprises' full-chain needs from "marketing" to "sales".

基於金蝶雲·蒼穹雲原生PaaS平台，幫助企業構建全域營銷通路，覆蓋電商、零售、渠道分銷全業務場景，提供營銷賦能、電商交易、零售交易、渠道交易、會員管理等一體化服務，解決企業從「營」到「銷」的全鏈路需求。

Collaborative office cloud

協同辦公雲

Integrates digital achievements into business operation and decision-making, realizes enterprise business collaboration and integration; provides a unified collaborative portal, collaborative approval, intelligent sign-in, knowledge center, time assistant and other applications to help enterprises realize application integration, business mobility and platform ecosystem.

讓數字化成果融入業務營運和決策，實現企業業務協同一體化。提供統一的協同門戶、協同審批、智能簽到、知識中心、時間助手等應用，助力企業實現應用一體化、業務移動化、平台生態化。

Enterprise PaaS platform 企業級 PaaS 平台	Large enterprises 大型企業	High-growth enterprises 高成長型企業	Small enterprises 小型企業	Industrial products 行業產品
Kingdee Cloud Cosmic new-generation enterprise PaaS platform 金蝶雲·蒼穹 新一代企業級 PaaS 平台 RPA service cloud RPA 服務雲 Block chain service cloud 區塊鏈服務雲 Data middle-office 數據中台 Development service cloud 開發服務雲 Process service cloud 流程服務雲 Integrated service cloud 集成服務雲 Data service cloud 數據服務雲 AI service cloud AI 服務雲	Kingdee Cloud Constellation SaaS management cloud for large enterprises 金蝶雲·星瀚大型企業 SaaS 管理雲 s-HR cloud 人力雲 Financial cloud 財務雲 Project cloud 項目雲 Omni-channel cloud 全渠道雲 Manufacturing cloud 製造雲 Supply chain cloud 供應鏈雲 Collaborative office cloud 協同辦公雲 Kingdee EAS Cloud digital solution for group enterprises 金蝶 EAS Cloud 集團企業數字化解決方案 HR operation 人力營運 HR sharing 人力共享 Financial sharing 財務共享 Treasury management 司庫管理 Tax management 稅務管理 Comprehensive budget 全面預算 Procurement management 採購管理 Sales management 銷售管理	Kingdee Cloud Galaxy SaaS management cloud for high-growth enterprises 蝶雲·星空高成長型企業 SaaS 管理雲 Financial cloud 財務雲 Supply chain cloud 供應鏈雲 Manufacturing cloud 製造雲 Smart factory cloud 智慧工廠雲 Omni-channel cloud 全渠道雲 PLM cloud PLM 雲 Catering cloud 餐飲雲	Kingdee Cloud Stellar SaaS management cloud for small enterprises 金蝶雲·星辰 小型企業 SaaS 管理雲 Financial and tax management 財稅管理 Expense reimbursement 費用報銷 Purchase-sale-stock 進銷存 Retail 零售 Kingdee Jingdou Cloud SaaS management cloud for micro enterprises 金蝶精鬥雲 微型企業 SaaS 管理雲 Cloud reimbursement 雲報銷 Cloud accounting 雲會計 Cloud purchase-sale-stock 雲進銷存	Kingdee KIS Cloud cloud-based management solution for small and micro enterprises 金蝶 KIS 雲 小微企業管理上雲解決方案 Guanyi Cloud 管易雲 Guanyi Kingdee Credit Cloud 金蝶征信 Wojia Cloud 我家雲 Cargeer 車商悅 Intelligent Bookkeeping 智慧記 Zhangwuyou 賬無憂 Kingdee Tianyan 金蝶天燕 Yundee Intelligence 雲鐫智慧 Jing Yi College 精一教育 Xinnong Interconnection 欣農互聯 Kingdee Confidence Chain 金蝶信心鏈



Corporate Governance

企業管治



3.I ESG Governance

3.I ESG 管治

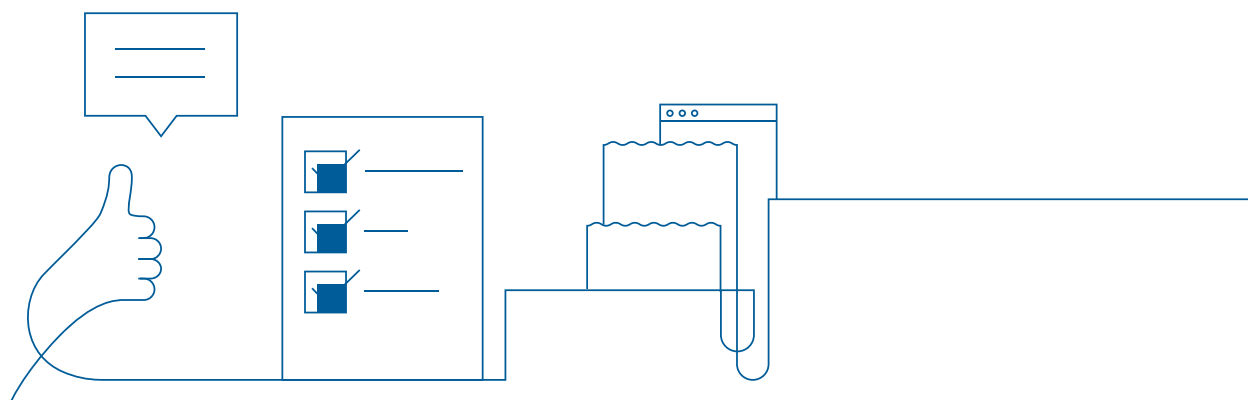
3.I.I ESG Strategy and Governance

3.I.I ESG 戰略與管治

In accordance with the "Environmental, Social and Governance (ESG) Reporting Guidelines" in Appendix 27 of the Listing Rules of the Stock Exchange of Hong Kong, and in consideration of the market attention with regard to ESG-related risks and opportunities of listed enterprises, Kingdee has gradually established its own ESG management and disclosure system, identified the sources of various ESG information, and organized the management status as the basis for information disclosure and internal risk control. At present, Kingdee's overall work responsibilities in ESG are set as follows.

金蝶根據香港聯合交易所《上市規則附錄二十七》「環境、社會及管治（ESG）報告指引」的規定，綜合市場對上市企業在 ESG 相關風險和機遇上的關注，逐步建立自身 ESG 管理和披露體系，識別各類 ESG 信息的信息源，整理管理現狀，以此作為信息披露和內部風險控制的基礎。目前金蝶在 ESG 的整體工作職責設置如下：

ESG Work Levels ESG 工作層級	Person in charge 負責人員	Specific Responsibilities 具體職責
ESG Leadership Level ESG 工作領導層	Led by the CEO and composed of the vice presidents and leaders of branches/subsidiaries 由行政總裁牽頭，各副總裁及分 / 子公司領導人組成	1. Discussing ESG-related risks and opportunities 2. Responsible for ESG information disclosure 3. Deploying resources to support ESG work 4. Reviewing the effectiveness of ESG work 1. 討論 ESG 相關風險及機會 2. 負責 ESG 信息披露工作 3. 調配資源配合 ESG 工作開展 4. 檢討 ESG 工作效果
ESG Management Level ESG 工作管理層	Middle management of each functional department and product business line 各職能部門、產品業務線中層管理人員	1. Arranging the counterparts for the implementation of ESG work 2. Overseeing the implementation of ESG work 3. Reporting to the ESG work leadership team on the implementation of the work 1. 安排落實 ESG 工作的對接人員 2. 監督 ESG 工作的具體落實 3. 向 ESG 工作領導小組匯報工作的實施情況
ESG Execution Level ESG 工作實踐層	Personnel assigned to each functional department and product business line 各職能部門、產品業務線指派的負責人員	1. Information collection and submission 2. Implementation of specific work tasks 3. Timely feedback on work 1. 信息收集整理報送 2. 落實具體工作任務 3. 及時反饋工作情況



3.1.2 Stakeholder Identification and Communication

Kingdee has identified its core stakeholders by combining its own sustainable development influence scope and industry background, and by building diversified communication channels, it regularly understands the suggestions and feedback of each stakeholder group and incorporates the stakeholder demands into corporate governance.

3.1.2 利益相關方識別與溝通

金蝶結合自身可持續發展影響範圍與行業背景，識別了核心利益相關方，通過搭建多元化的溝通渠道，定期了解各利益相關方群體的建議與反饋，並將利益相關方的訴求納入公司管治中。

Kingdee employees.: All employees working at Kingdee 金蝶員工： 在金蝶工作的所有員工	Treat employees with sincerity, share their fate and grow with them. Actively work with employees to create wealth, provide employment opportunities, and ensure the company's financial soundness, and increase employee engagement, such as encouraging employees to achieve intra-company entrepreneurship and implementing employee restricted stock incentive plans. 真誠對待員工、與員工共命運、共同成長。與員工在創造財富、提供就業機會和確保公司財務穩健方面積極合作，提高員工參與度，如鼓勵員工實現企業內創業、實施員工限制性股票激勵計劃等。 Topics of interest: occupational safety and health, promotion channels, workplace equality, internal communication, and information security. 關注議題：職業安全與健康、晉升渠道、職場平等、內部溝通、信息安全。 Daily communication: Kingdee has developed a flat organizational structure where employees can communicate directly with management through online platforms such as Cloud-Hud, and management regularly collects employee opinions and conducts annual morale surveys, etc. 日常溝通：金蝶發展扁平化的組織架構，員工可以通過雲之家等在線平台直接和管理層溝通，管理層也會定期收集員工的意見，並進行年度士氣調查等。
Suppliers, partners.: Partners of Kingdee products and services; suppliers of production materials related to Kingdee business such as supplying cloud servers and electronic equipment for Kingdee 供應商、合作夥伴： 金蝶產品和服務的夥伴；為金蝶供應雲端服務器、電子設備等與金蝶業務相關的生產材料供應商	Cooperate with suppliers and partners fairly and equitably, and work with suppliers and partners for mutual benefit and mutual success, so we grow bigger and stronger together. Improve the procurement model, eliminate corruption and bribery, create an orderly competition and reasonable quotation for suppliers' bidding environment, and protect the interests of suppliers. Treat partners fairly, create a healthy and orderly ecological chain system, and achieve common development. 公正、公平地與供應商、合作夥伴合作，與供應商、合作夥伴互惠互贏，共同做大做強。完善採購模式，杜絕貪污賄賂，營造有序競爭、合理報價的供應商投標環境，保護供應商的利益。公平對待合作夥伴，創造健康、有序的生態鏈體系，實現共同發展。 Topics of interest: complaint handling, supporting partners, responsible sales, anti-corruption, information security, occupational safety and health, social contribution, and product reliability. 關注議題：投訴處理、支持合作夥伴、負責任銷售、反貪腐、信息安全、職業安全與健康、社會貢獻、產品可靠性。 Daily communication: Within Kingdee, there are a series of complete processes for public bidding, supplier auditing, supplier stocking, and daily supervision in the procurement department, and we also communicate with suppliers on a regular basis and understand their needs; we make requests or feedback suggestions directly through Xu Shaochun's personal public number; the company has a department dedicated to managing communication channels, and carry out multi-channel continuous communication with partners. 日常溝通：在金蝶內部，採購部門公開招標、供應商審核、供應商入庫、日常監督等都有一系列的完整流程，我們也會和供應商進行定期的溝通和需求了解；通過徐少春個人公眾號直接提出需求或反饋建議；公司設有專責管理溝通渠道的部門，和夥伴進行多渠道的持續溝通。

Investors: Existing shareholders of Kingdee and potential investors who are concerned about Kingdee's performance 投資者： 金蝶現有股東及關注金蝶表現的潛在投資者	Openly face the shareholders and manage with them, so that the company can grow healthily under the sun, thus maximizing the shareholders' investment returns. Actively strengthen the monitoring function of shareholders, especially small and medium-sized shareholders, to ensure that the company's operation does not harm the interests of small and medium-sized shareholders. Pay attention to investor relations, increase the transparency of the company's operation information, and respond quickly to the issues raised by shareholders. 公開面對股東，與股東共管理，使公司在陽光下健康成長，從而實現股東的投資收益最大化。積極加強股東，特別是中小股東的監督功能，確保公司經營不損害中小股東利益。重視投資者關係、增加公司經營信息的透明度，快速響應股東提出的問題。 Topics of interest: information security, complaint handling, responsible sales, supplier product management, corporate culture. 關注議題：信息安全、投訴處理、負責任銷售、供應商產品管理、企業文化。 Daily communication: The Investor Relations Department, as the daily contact department with investors, communicates through various means such as regular financial reports, organizing shareholder meetings, holding roadshows, and Xu Shaochun's personal public website. 日常溝通：投資者關係部作為與投資者的日常聯繫部門，通過定期發佈財務報告、組織股東大會、舉辦路演、徐少春個人公眾號等多種途徑進行溝通。
Product users: Users who purchase and use Kingdee products and service 產品用戶： 購買使用金蝶產品及服務的用戶	Customer first, achieve win-win situation with customers. Increase investment in R&D and services to improve the quality of products and services. Improve technical support and complaint handling system, listen more to customers' opinions and help them succeed. 客戶至上，與客戶實現雙贏。加大研發及服務投入，提高產品及服務的質量。完善技術支持和投訴處理體系，更多地聆聽客戶的意見，幫助客戶成功。 Topics of interest: labor compliance, product environmental impact, corporate culture, anti-corruption, product reliability, and information security. 關注議題：勞工合規、產品環境影響、企業文化、反貪腐、產品可靠性、信息安全。 Daily communication: Kingdee has comprehensive and detailed customer service guidelines and a perfect system for the overall and each product line to listen to users and provide quality customer service; customers can also directly put forward their needs or feedback suggestions through Xu Shaochun's personal public number. 日常溝通：金蝶總體及各產品線都有全面及詳細的客戶服務指引和完善的體系，聆聽用戶的心聲，提供優質的客戶服務；客戶也可通過徐少春個人公眾號直接提出需求或反饋建議。
Supervision and management institutions, external intermediaries: social institutions that have various (non-supplier) cooperation relationships with Kingdee, including but not limited to government departments, public welfare organizations, research institutes, etc. 監督管理機構、外部中介機構：與金蝶有各類（非供應商）合作關係的社會機構，包括但不限於政府部門、公益組織、科研院校等	Compliance management and acceptance of supervision. Compliance management such as information disclosure and connected transactions in accordance with relevant laws and regulations to continuously improve the company's corporate governance. 合規管理，接受監督。按照相關法律法規進行信息披露、關聯交易等合規化管理，持續提高公司企業管治水平。 Topics of interest: compliance, anti-corruption, information disclosure, corporate governance standards, social impact. 關注議題：合規經營、反貪腐、信息披露、企業管治水平、社會影響。 Daily communication: Increase communication links with various intermediaries and actively participate in training, lectures or seminars by external institutions to understand comprehensively and clearly the requirements issued by regulators from time to time through multiple channels. Be committed to improving the company's internal corporate governance by promulgating systems related to connected transactions, insider trading, board diversity, etc. Combine the opinions of external professional advisors from various parties to provide professional compliance advice to the Company to ensure that the Company operates in a legal and compliant manner. 日常溝通：加大與各方中介機構的溝通聯繫，積極參與外部機構的培訓、講座或座談會，多渠道全面地、清晰地理解監管機構不時頒發的要求。通過頒佈與關聯交易、內幕交易、董事會多元化等相關制度，致力於提高公司內部企業管治水平。結合各方外部專業顧問的意見，為公司提供專業的合規意見，確保公司合法合規經營。

3.1.3 Significance Issue Identification

We attach importance to the identification and management of sustainability issues, and regularly communicate with stakeholders to comprehensively understand and collect the views of government, shareholders, employees, customers and other parties as well as feedback on Kingdee, in order to identify material sustainability issues and make key disclosures in our reports to continuously improve the Company's sustainability management. This year, we have updated the ranking and matrix of materiality issues after confirmation by the board of directors, considering industry analysis, capital market concerns, and regulatory requirements, as the basis for Kingdee's ESG governance and disclosure.

3.1.3 重要性議題識別

我們重視可持續發展議題的識別和管理，定期與利益相關方開展溝通，全面了解和收集政府、股東、員工、客戶等各方觀點以及對金蝶的意見反饋，以識別可持續發展重要議題，並在報告中進行重點披露，持續改善公司的可持續發展管理。本年度，我們結合行業分析，資本市場關注點，及監管機構要求，在經過董事會確認後，更新了重大性議題排序和矩陣，將其作為金蝶在 ESG 管治和披露的基礎。

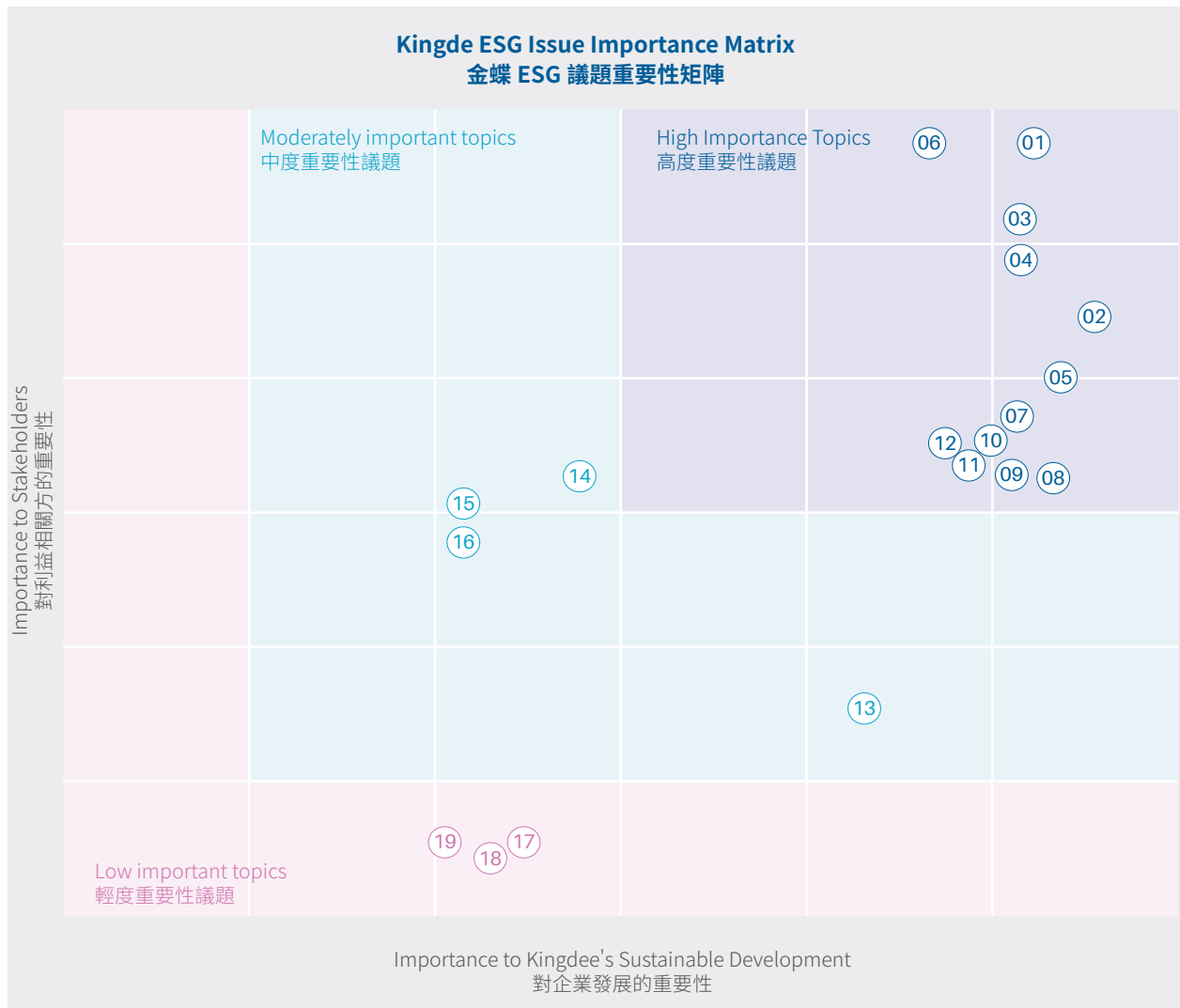


Figure: Kingdee Sustainability Importance Issues Matrix
圖：金蝶可持續發展重要性議題矩陣

Highly Important Issues
高度重要性議題

- 01 Privacy and Data Security
隱私和數據安全
- 02 Customer Rights Protection
客戶權益保障
- 03 Product Deployment and Technological Innovation
產品部署與技術創新
- 04 Multi-partnership and Ecosystem
多方合作與生態體系
- 05 Good Corporate Governance
良好企業管治
- 06 Compliance Employment and Equal Rights
合規用工與平等權益
- 07 Business Ethics and Integrity
商業道德與誠信
- 08 Product Social Value
產品社會價值
- 09 Training and Development
培訓與發展
- 10 Responsible Marketing
負責任營銷
- 11 Intellectual Property Protection
知識產權保護
- 12 Value Sharing
價值共享

Moderately Important Issues
中度重要性議題

- 13 Responsibility Culture Building
責任文化建設
- 14 Employee Health and Safety
員工健康安全
- 15 Community Contribution
社區貢獻
- 16 Employee Work-Life Balance
員工工作與生活平衡

Low Important Issues
輕度重要性議題

- 17 Climate Change Response and Opportunities
氣候變化應對與機遇
- 18 Supplier ESG Management
供應商 ESG 管理
- 19 Energy and Resource Use and Management
能源和資源的使用及管理

3.2 Kingdee Philosophy

Kingdee actively learns the excellent Chinese traditional culture, including Wang Yangming's School of Mind, and builds the corporate culture of Kingdee based on "Acting in all Conscience". Since the start of "Acting in all Conscience" learning in 2016, Kingdee has continued to upgrade its culture, practiced "Acting in all Conscience" at work, and cultivated positive cognition, attitude and behavior of Kingdee people towards life and work.

In 2021, more than 100 organizations under Kingdee held philosophy sharing meetings in 54 cities, and nearly 10,000 employees actively established Kingdee Philosophy together, with 419 effective suggestions collected. On August 8, the third edition of Kingdee Philosophy was officially released, and we further revised and improved the philosophy of "Customer Centricity" and "hardworking as foundation", to share a future with all stakeholders including customers, employees, peers, the government, environment, the public, shareholders and partners. While highlighting the user experience, safety and reliability of products and services, we stress that hard workers should keep learning and grow in struggle. We actively promote the integration of Kingdee Philosophy into the Company's management system and daily behavior, and comprehensively develop and practice the philosophy of "A focus on the customer and persistent professionalism, a foundation built by hard-workers and long-lasting clear mind and pure heart" through participation in construction, excellent sharing, propaganda of stories and construction of code of conduct, etc.

Adhering to the core value of "Acting in all Conscience", the Company has improved the relevant "Customer Centricity" content, clarified the basic principles to be followed from eight dimensions and refined the basic ideologies of each dimension, laying a solid foundation for the practice of "adhering to long-term professionalism".

3.2 金蝶哲學

金蝶積極學習以陽明心學為代表的優秀中華傳統文化，構建以「致良知」為根基的金蝶企業文化。自2016年啟動致良知學習以來，金蝶持續進行文化升級，在實際工作中踐行致良知，培養金蝶人對生活和工作的積極正向認知、態度與行為。

2021年，金蝶超過100個組織在54個城市舉辦了哲學分享交流會，近萬名員工積極共建《金蝶哲學》，共收集到419條有效建議。8月8日，《金蝶哲學》（第三版）正式發佈，對「以客戶為中心」和「以奮鬥者為本」的哲學進行進一步修訂完善，與包括客戶、員工、同行、政府、環境、公眾、股東、夥伴在內的各利益相關方共享未來，在突出產品服務的用戶體驗和安全可靠同時，強調奮鬥者應堅持學習，在奮鬥中成長。我們積極推動金蝶哲學融入公司管理制度和日常行為規範，並通過全員參與建設、優秀分享、故事宣傳、行為規範建設等多種方式，全面發展並踐行「以客戶為中心、長期堅持專業主義，以奮鬥者為本、長期堅持明心淨心」的金蝶哲學。

圍繞「致良知」文化重心，我們完善了「以客戶為中心」的相關內容，從八個維度著手，明確應遵循的基本準則，細化各維度的基礎理念，為實踐「長期堅持專業主義」紮實根基。



Product design and operation 產品設計與營運

Adhere to 6*10 self-constraint and refuse 10*6 mediocrity; design for pleasure.
堅守 6*10 的克制，拒絕 10*6 的平庸；為愉悅而設計。



Technical R&D 技術研發

Quality foremost for surprise, professionalism and passion for perfection.
品質第一，令人驚豔；惟精惟一，止於至善。



Product operation and maintenance 產品運維

Stay online without downtime, remain safe, reliable and trustworthy.
永遠在線，永不宕機；安全可靠，值得託付。



Brand and market 品牌與市場

Sincere, professional and confident; bring love, warmth and sunshine to every customer.
真誠、專業、自信，把愛、溫暖和陽光帶給每一個客戶。



Consulting and solution 諮詢與解決方案

Give ear to the inner voices of customers; get down to solving customers' problems.

聆聽客戶內心無聲的呼喚；解決客戶真問題。



Sale 銷售

Aspire to win, earn trust; rather sacrifice orders than practicing bribery.

志在必得，贏得信任；寧願丟單，絕不行賄。



Delivery 交付

Act in good faith above delivery; understand customers better than themselves.

哪有交付，就是做人；比客戶更懂客戶。



Service 服務

Contribute to customers' success; every service helps us grow; let customers know we are always around like a ray of sunshine.

幫助客戶成功；每一次服務都是成長；我是一縷陽光，就在您的身旁。

In 2021, all staff and cadres enhanced their cultural consensus through practice and learning. Throughout the year, 23 learning sessions for cadres and 9 cultural trainings for new managers, new employees and other personnel were held, in which more than 3,600 attendees participated, to increase their awareness and promote the reform of the Company. Through continuous training, all staff finished 43 cultural practices and studies and submitted more than 380,000 experience articles throughout the year, to achieve continuous growth.

2021年，通過全員修習與幹部學習相結合，增進文化共識。全年開展幹部學習會23期，開展面向新任經理人、新員工等文化培訓9期，超3,600人次參加，提高幹部認知，助力公司變革；堅持全員文化修習，全年完成43期學習，提交心得超38萬篇，實現員工持續成長。

3.3 Business Code of Conduct

Kingdee attaches great importance to the construction of professional ethics and integrity within the Company, creating a corporate atmosphere of honesty and trustworthiness, actively establishing a monitoring mechanism, carrying out regular self-inspection actions, and focusing on the cultivation of a culture of integrity to create a healthy management model.

When there are significant changes in the Company's business or when audits reveal new problem points, we will review our internal business ethics-related systems and make necessary updates to ensure the effectiveness of our business ethics management system. In 2021, the Company improved and revised *Kingdee Disciplinary Regulations*, adjusted the overall framework of the disciplinary regulations, highlighted the bottom-line behaviors and violations, improved the overall framework, improved the original punishment system, added compensation for losses, and integrated other incentive systems to form the closed-loop disciplinary management. We expanded the original three bottom-line behaviors

3.3 商業行為準則

金蝶高度重視企業內部的職業道德與廉潔建設，營造誠實守信的企業氛圍，積極建立監督機制，定時開展自查行動，並注重廉潔風氣的培養，營造健康管理模式。

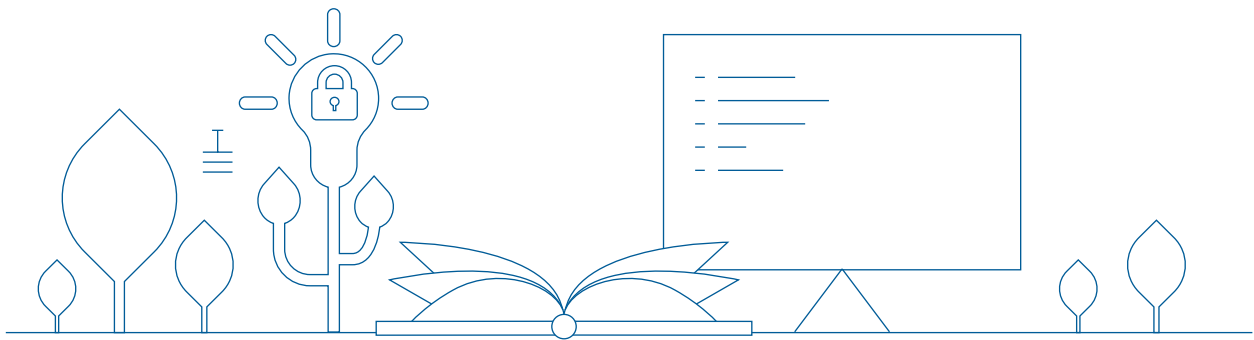
在公司業務有重大變更，或審計發現新的問題點時，我們會審視內部的商業道德相關制度，並做必要的更新，以確保商業道德管理體系的有效性。2021年，公司完善修訂了《金蝶紀律處分條例》，整體調整紀律處分條例框架，重點突出底線行為和違紀行為，完善整體框架，完善原有處分體系，增設損失賠償，結合其他激勵體系，形成違紀處分閉環管理。將原有的三大底線行為擴展為十大底

into ten bottom-line behaviors, further strengthened the cultivation of the bottom-line thinking of all employees, and further standardized the business ethics behavior for compliant enterprise operation.

The Company's management attaches particular importance to risk control and anti-corruption management, and has clearly defined that the CEO's office meeting is the top decision-making level for risk control and anti-corruption management and the Internal Control and Audit Department takes the lead in carrying out the risk control and anti-corruption management, and meanwhile has led the construction of management structure of the Company's core business ethics. We have established regular proactive reporting and filing mechanism, conduct special audit inspections for key risky businesses every year to prevent irregularities and frauds from occurring by taking dual measures of active audit inspection and passive information collection. Based on internal audit inspections, the Audit Department reports annually to the CEO's office meeting on the status of the Company's risk control and the investigation and handling of irregularities and fraud, and continuously supervises the responsible departments to rectify risk problems.

線行為，進一步加強全員底線思維建設，進一步規範企業合規經營的商業道德行為。

公司管理層尤其重視風險管控與反腐敗管理工作，內部明確了以 CEO 辦公會作為風控和反腐敗管理工作的最高決策層，內控與審計部牽頭主導風控管理和反腐敗工作的開展，同時主導構建了公司核心商業道德的管理架構。我們建立了常態化的主動報備機制，每年針對重點風險業務開展專項審計檢查，以主動審計檢查加被動信息收集的雙重並舉措施防範違規、舞弊行為的發生。基於內部審計檢查，審計部每年向 CEO 辦公會匯報公司風險管控狀況及違規舞弊查處情況，並持續督促責任部門對風險問題進行整改。



3.3.1 Anti-Corruption Management

In order to solidify Kingdee's anti-corruption management system, the Company has conducted a comprehensive compliance and integrity self-inspection and self-check within the enterprise, timely identifying problems, supervising rectification and correction, and effectively preventing violations and corruption.

Standardize the reporting and handling process of bribery incidents

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

3.3.1 反貪腐管理

為了夯實金蝶反腐敗管理體系，公司在企業內部開展了一次全面的合規與廉政自檢、自查，及時發現問題、督促整改糾正，有效預防違規及腐敗行為的發生。

規範賄賂事件舉報與處理流程

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

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

對於處理舉報事件，金蝶有一套完善的處理流程：



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

In addition, we set up a special bonus to reward whistleblowers. If a report is verified and recovers economic losses for the Company, then the Company will, according to the nature of the incident, the impact degree and the whistleblower's cooperation, give the whistleblower material rewards or other rewards. So far, the Company has issued the above-mentioned reward for a number of verified reports.

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

此外，我們設置專項舉報獎勵金，對於經查實並為公司挽回經濟損失的舉報事件，根據事件的性質、影響程度及舉報者配合情況，對舉報者給予物質獎勵或其他獎勵。目前公司已對多起已查實舉報發放上述獎勵。

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

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

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

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



In order to ensure fairness and impartiality, relevant personnel who have objections can appeal to the Human Resources Department or the Kingdee Employee Committee regarding the Company's punishment decision, etc. After the investigation of the incident is completed, we will make a formal public announcement of the results of the treatment, which will serve as a warning to the whole group while enhancing the transparency of the handling of the incident. In 2021, we built a comprehensive internal case information management system, which effectively improves the efficiency of case processing and management and facilitates audit work through the measures of information-based case processes and data-based case information.

In 2021, the Company maintained a tough stance on corruption, and there was no corruption lawsuit because corruption was nipped in the bud resolutely. Meanwhile, we strengthened internal discipline inspection, investigated, and punished 55 employees for violating our internal regulations or committing fraud, and severely cracked down on serious violations involving horizontal competition, violations of financial regulations, encroachment on trade secrets, etc. In this way, we defended Kingdee's anti-corruption principles.

Strengthen supplier integrity management

The Company attaches great importance to the integrity management of suppliers. We require employees to strictly abide by procurement management requirements in conducting procurement activities, and we punish the behavior that violates the Company's procurement management system and causes losses or negative impacts to the Company according to relevant systems and disciplinary regulations. In addition, we require the procurement department to review supplier qualifications and conduct on-site inspections, and we also require all suppliers to sign integrity statements and to re-sign integrity statements after the renewal of cooperation agreements. The Audit Department also reviews supplier agreements on a sample basis during regular audit projects to ensure that the integrity statement signing rate reaches 100%.

為確保公平公正，相關人員如有異議，可以就公司處罰決定等向人力資源部或金蝶員工委員會申訴。事件調查結束後，我們會將處理結果進行正式發文公示，在全集團範圍內起到警示作用的同時，提升事件處理透明度。2021年，我們構建了全面的內部案件信息化管理系統，通過信息化案件流程、數據化案件資料的舉措，有效提升案件處理及管理效率，有效幫助審計工作的開展。

2021年，公司持續保持了反腐敗的高壓態勢，未發生貪腐訴訟案件，堅決把貪腐扼殺在意識萌芽階段。同時，我們也加強了內部的紀律檢查，共查處內部違規舞弊員工55人，嚴肅處理同業競爭、財經違紀、侵犯商業秘密等嚴重違紀行為，守護金蝶底線。

加強供應商廉潔管理

公司十分重視供應商的廉潔管理，我們要求員工嚴格遵守採購管理要求開展採購活動，對違反公司採購管理制度並給公司造成損失或影響的行為，依據相關制度及紀律處分條例進行處罰。我們要求採購部門對供應商資質進行審核及開展現場考察，要求全部供應商簽署廉潔聲明，並在合作協議更新後複簽廉潔聲明。審計部在常規審計項目中也會抽樣複查供應商協議，保障廉潔聲明簽署率達到100%。

During the reporting period, two directors participated in the disciplinary regulation publicity activities, and

10,318 employees participated in online anti-corruption training,

with the total duration of

6,018 hours.

報告期內，共兩名董事參與紀律處分條例宣講，參與線上反貪腐培訓的員工共計

10,318 人，

時長為

6,018 小時。

Conducting anti-corruption training

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

In 2021, in accordance with the newly revised *Kingdee Disciplinary Regulations* and anti-corruption requirements, we carried out online training for all employees, publicized and explained the Company's important requirements on integrity and anti-corruption as well as relevant laws and regulations to all employees, and required all employees to study online and meet the standards by passing assessment; in the meantime, in Shanghai, Guangzhou, Wuhan, Changsha, Foshan, Zhuhai and other branches, we held more than 10 offline training sessions on regulation interpretation and case promotion, to raise employees' awareness of internal control and continue to strengthen the internal control of enterprises and build a clean corporate culture.

During the reporting period, two directors participated in the disciplinary regulation publicity activities, and 10,318 employees participated in online anti-corruption training, with the total duration of 6,018 hours.

開展反腐敗培訓

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

2021 年，我們針對新修訂《金蝶紀律處分條例》及反腐敗要求，開展了線上全員培訓，向全體員工宣傳講解公司重要廉潔反腐要求及法律相關規定，要求全員進行線上學習及考核達標；同時，在上海、廣州、武漢、長沙、佛山、珠海等分支機構，開展條例解讀及案例宣導線下培訓 10 餘場，促進員工內控意識的提升，持續加強企業內部控制並塑造企業廉潔文化。

報告期內，共兩名董事參與紀律處分條例宣講，參與線上反貪腐培訓的員工共計 10,318 人，時長為 6,018 小時。



Figure: Anti-corruption training
圖：開展反貪腐培訓



Customer Centricity

以客戶為中心

Kingdee continues to explore technological innovation, bring quality products and services to customers, and promote social and economic development.

金蝶持續探索技術創新，為客戶帶來優質產品及服務，推動社會經濟發展。



4.I Technology Innovation

Kingdee carries forward the cultural legacy of technological innovation and increases the investment in scientific and technological R&D. It has made some breakthrough in technical fields of SaaS connectors, block chain and 5G etc.

SaaS connector

SaaS model is an integral part of Kingdee's services. Kingdee provides various SaaS cloud services according to enterprise size (large, small, and micro enterprises) and growth rate, including financial cloud, supply chain cloud, s-HR cloud, collaborative office cloud, etc. Kingdee is committed to the research of SaaS connector, with an aim to establish a connection channel between internal and external products, and solve the problem of SaaS data island that has long troubled the industry and users. In June 2021, Kingdee took the lead in joining DingTalk SaaS Connector, and established the "Industry Finance Alliance" with 8 other institutions and enterprises including China Business Accounting Institute.

For the research of large-scale construction of SaaS connector, Kingdee is exploring the cloud-based SaaS service configuration platform, namely Kingdee Link, in an effort to create a tool that configures enterprise SaaS services without code to solve the problems in enterprise cross-platform business integration and cross-business service collaboration. The platform adopts the enterprise service integration framework independently developed by Kingdee to complete the automatic docking with third-party SaaS services, and completes the process of data interaction and sharing based on the Cloud Information Model (CIM+) by extended international standard to address the pain points of enterprise data integration. The platform supports simple manual configuration to complete the collaboration of multiple enterprise services, and supports the extension and sharing of business data models. For example, by integrating Kingdee's proprietary cloud services and third-party cloud services, we can provide lightweight SaaS application interconnection services for many corporate customers, reduce the difficulty of development, realize the automation of cross-industry business processes, connect the global data, unify user applications and streamline business processes. We have completed the synchronization operation of business data about sales orders, customers, etc., realized the early warning of commodity inventory and automatic reminder of overdue warehousing, linked third-party services such as online documents, e-commerce, collaborative office and email communication, and provided intelligent recommendation of value-added information such as analysis broadcasting and data prediction.

4.I 技術創新

金蝶秉持技術創新的文化，加大在科技研發上的投入力度，並在 SaaS 連接器、區塊鏈、5G 等技術領域有所突破。

SaaS 連接器

SaaS 模式是金蝶服務中不可或缺的一部分。金蝶根據企業的規模（大、小、微型企業）及成長速度提供多樣的 SaaS 雲服務，其中包括財務雲、供應鏈雲、人力雲、協同辦公雲等。金蝶致力於研究 SaaS 連接器，打通內外部產品的連接渠道，解決長期困擾行業和用戶的 SaaS 數據孤島問題。2021 年 6 月，金蝶率先加入釘釘 SaaS 連接器，並與中國商業會計學會等其他 8 家機構和企業成立合作組織「業財聯盟」。

在規模化構建 SaaS 連接器的研究方面，金蝶正在探索雲化 SaaS 服務配置平台，即金蝶雲鏈（kingdee link），致力於打造一款提供無代碼配置企業 SaaS 服務的工具，解決企業跨平台業務融合、跨業務服務協同中的難題。該平台採用金蝶自主研發的企業服務集成框架完成第三方 SaaS 服務自動對接，並基於擴展國際標準的雲信息模型（CIM+）完成數據交互與共享過程，解決企業數據集成的痛點。平台支持簡單手動配置即可完成多個企業服務協同，支持業務數據模型的擴展與共享。如將金蝶自有雲服務及第三方雲服務相互融合，為廣大企業客戶提供輕量級 SaaS 應用互聯互通服務，降低開發難度，實現跨行業業務流程自動化，打通全局數據，統一用戶應用，精簡業務流程。現已完成銷售訂單、客戶等業務數據同步操作，實現商品庫存預警、逾期未入庫自動提醒，鏈接在線文檔、電商、協同辦公、郵件通信的第三方服務，並提供分析播報、數據預測等增值信息的智能推薦。



Blockchain

區塊鏈

Kingdee has applied blockchain technology to the credit sector
金蝶將區塊鏈技術應用於信貸領域

By creatively integrating EBC data middle-office with block chain and other credit technologies, Kingdee realized whole chain innovation integrating enterprise credit reference, credit evaluation and credit application, and launched a digital credit "chip" -- "Enterprise Credit Module", officially empowering all the enterprises with digital credit, and making enterprise data visible, credible and usable. So far, Kingdee Digital Credit has connected with more than 40 banking financial institutions and successfully provided credit financing services for 250,000 small and micro enterprises in 19 industries nationwide, increasing the loan application success rate of small and micro enterprises by more than 50% and greatly reducing the financing cycle and cost.



Figure: Kingdee credit applies the blockchain technology
圖：金蝶信貸應用區塊鏈技術

金蝶創造性地將 EBC 數據中台與區塊鏈等信用科技相結合，形成集企業征信、評信、用信於一體的全鏈條創新，推出數字信用「芯片」——「企業信用模塊」，正式將數字信用賦能給所有企業，讓企業數據變得可見、可信、可用。目前金蝶數字信用已連接 40 余家銀行金融機構，成功為全國 19 個行業、25 萬小微企業提供了信用融資服務，將小微企業申貸成功率提升 50% 以上，大幅降低融資週期和成本。

5G

5G

The Kingdee Research Institute follows the development trend of new technologies in the 5G era and proposes a combined solution framework based on 5G messaging middleware and cloud-based SaaS, which is an important window to realize the "interconnection of all services" for enterprise management. Our proprietary "5G messaging middleware" with independent intellectual property rights can help enterprise clients quickly build various types of 5G messaging Chatbot light applications. Currently, several demonstration applications such as "Kingdee Cloud Galaxy", "Kingdee Cloud Client Service" and "Kingdee 5G Messaging" have been developed. For example, "Kingdee Cloud Galaxy" light application is connected with SaaS services such as financial cloud, mobile office cloud and smart operation in the background. Authorized staff of an enterprise can interact with each other through text, voice, fixed menus, card buttons and other forms on the native 5G messaging interface of the mobile phone to complete sales, procurement, funds, reports, approval and other frequent business processing affairs safely, efficiently and conveniently, which effectively improves the operation efficiency of the enterprise management process. In collaboration with China Mobile, Kingdee Cloud Galaxy 5G messaging Chatbot light application was officially launched and released in July 2021.

金蝶研究院緊跟 5G 時代新技術發展動向，提出基於 5G 消息中間件和雲化 SaaS 組合解決方案框架，是實現企業管理「萬務互聯」的重要視窗。擁有自主知識產權的「5G 消息中介軟件」可以幫助企業客戶快速構建各種類型的 5G 消息 Chatbot 輕應用，目前「金蝶雲·星空」、「金蝶雲客服」、「金蝶 5G 消息」等多個示範應用已完成開發。以「金蝶雲·星空」輕應用為例，其與後台的財務雲、移動辦公雲和智慧經營等 SaaS 服務對接，企業授權的工作人員可以在手機原生的 5G 消息介面中通過文字、語音、固定功能表、卡片按鈕等多種形式交互，安全、高效、便捷的完成銷售、採購、資金、報表、審批等多種高頻業務處理，有效提高企業管理流程的運轉效率。攜手中國移動，金蝶雲·星空 5G 消息 Chatbot 輕應用已於 2021 年 7 月正式上線運行並對外發佈。

4.2 Product quality and safety

In order to ensure users' data security and business continuity, Kingdee uses advanced Internet security technology and build a cloud service security guarantee system of "technology + management, prevention first and in-depth defense" for users from aspects of compliance, user privacy and data, business applications, infrastructure, disaster recovery and business continuity, organization and personnel and management standards and procedures following ISO 27001 International Information Security Standard, National Information System Security Level Protection Standard and CSA Security Guidance for Cloud Computing. Kingdee has formulated regulations for safe development to prove that the Company has strict requirements and safe development control measures for R&D process and R&D quality management, so as to ensure the stability, reliability and security of SaaS business application products can be guaranteed and meet expectations, and ensure the security functions and code security of the SaaS cloud system.



Kingdee CMMI 5 certification
金蝶 CMMI 5 認證



ISO 9001 certification
ISO 9001 認證



ISO 27001 certification
ISO 27001 認證

4.2 產品質量與安全

為保障用戶數據安全和業務持續性，我們採用先進的互聯網安全技術，參照 ISO 27001 國際信息安全標準、國家信息系統安全等級保護標準、CSA 雲計算關鍵領域安全指南，從合規、用戶隱私及數據、業務應用、基礎架構、災備與業務連續性、組織與人員、管理規範流程等方面為用戶打造一個「技術 + 管理、預防為主、縱深防禦」的雲服務安全保障體系。我們制定了安全開發規範，證明公司在研發流程、研發質量管理方面有著嚴格的要求和安全開發控制措施，從而保證 SaaS 業務應用產品的穩定性、可靠性、安全性能得以有效的保證和預期，保障 SaaS 雲系統自身的安全功能和代碼安全。

Kingdee highlights the cultivation of security awareness of specialized staff of the production line, integrates the training on the product security into the daily operation and has offered 20 courses on product security to over 4,600 employees by the end of the reporting period. Besides, the Company has offered special training on the *Interpretation of Compliance Requirements for Product Security and Privacy Protection*, with over 2,600 employees participating in the training and passing the examination and 1,283 R&D personnel and architects passing the security coding specification examination.

In 2021, the Company issued 12 excellent quality and engineering practice awards, and 24 teams won the Quality Award of Kingdee China Responsible Unit.

我們注重培養產品線專業員工的安全意識，並將產品安全的培訓融入日常營運，截至報告期末，我們已進行 20 門安全課程的賦能，累計培訓人數超過 4,600 人次。此外，我們針對《產品安全及隱私保護合規要求解讀》開展專項培訓，累計超過 2,600 人參與完成培訓及考試，共有 1,283 名研發人員和架構師通過安全編碼規範考試。

2021 年，我們共評選出 12 個優秀質量與工程實踐獎，24 個團隊獲得金蝶中國責任單位質量獎。

4.2.1 Information Security and Privacy Protection 4.2.1 信息安全與隱私保護

Kingdee strictly abides by the *Civil Code of the People's Republic of China*, *Tort Liability Law of the People's Republic of China*, *Cyber-Security Law of the People's Republic of China*, *Data Security Law of the People's Republic of China*, *Personal Information Protection Law of the People's Republic of China*, and other laws and regulations regarding cyber-security and personal information protection, and attaches great importance to product security compliance, customer data and private data security.

金蝶嚴格遵守《中華人民共和國民法典》《中華人民共和國侵權責任法》《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》等法律法規中關於網絡安全、個人信息保護的相關法律條款，高度重視產品安全合規、客戶數據和隱私數據安全。

Regarding privacy compliance

在隱私合規方面

Kingdee has established a life-cycle management mechanism from product research and development to operation and maintenance to strengthen business security and privacy compliance management. We pay real-time attention to regulators' regulatory requirements on data security and privacy protection, and according to regulatory requirements, customer needs, and industry standards, we set a security and privacy compliance checklist, promote security and privacy compliance self-check of our products, APPs, and other mobile applications, and carry out security and privacy compliance risk assessment on business related to data utilization, so as to ensure business security and privacy compliance.

金蝶建立自產品研發至運維過程的全生命週期管理機制，強化業務安全及隱私合規管理。我們實時關注監管機構對於數據安全及隱私保護的法規要求，針對監管要求、客戶需求、行業標準制定安全及隱私合規檢查表，推動產品、APP等移動應用開展安全及隱私合規自查，並對數據利用相關業務進行安全及隱私合規風險評估，確保業務安全及隱私合規。

Regarding product security

在產品安全的方面

Kingdee strictly follows the requirements of *Kingdee Product Security Research and Development Management Measures*, establishes security inspection and testing in the product development, pays attention to security requirements and design, security coding, security testing, security release and security operation and maintenance, solves product security issues from the source, and ensures that all new products or major version updates must be tested and audited by the security department before being released and put online. In this way, product security is ensured.

金蝶嚴格按照《金蝶產品安全研發管理辦法》要求，在產品研發過程中嵌入安全檢查與測試環節，重視安全需求與設計、安全編碼、安全測試、安全發佈及安全運維，從源頭解決產品安全問題，並確保所有新產品或大版本更新必須經過安全部門安全測試及審核後才允許發佈上線，從而保障產品安全。

Regarding information security assurance

在信息安全保障方面

Kingdee constantly improves our own information security management system and has established an information security system with institutional basis and management measures to further regulate the security behavior of all employees. In 2021, Kingdee released the *Kingdee Internet Security Operation and Maintenance Management Measures*, which clarified the security operation and maintenance management and accident accountability mechanism, and strengthened the standardization of the overall operation and maintenance of Internet business.

金蝶不斷完善自身的信息安全管理制，建立有制度依據與管理措施的信息安全體系，以進一步規範全體員工的安全行為。2021年，金蝶發佈《金蝶互聯網安全運維管理辦法》，明確安全運維管理及事故問責機制，加強互聯網業務整體運行和維護的規範性。

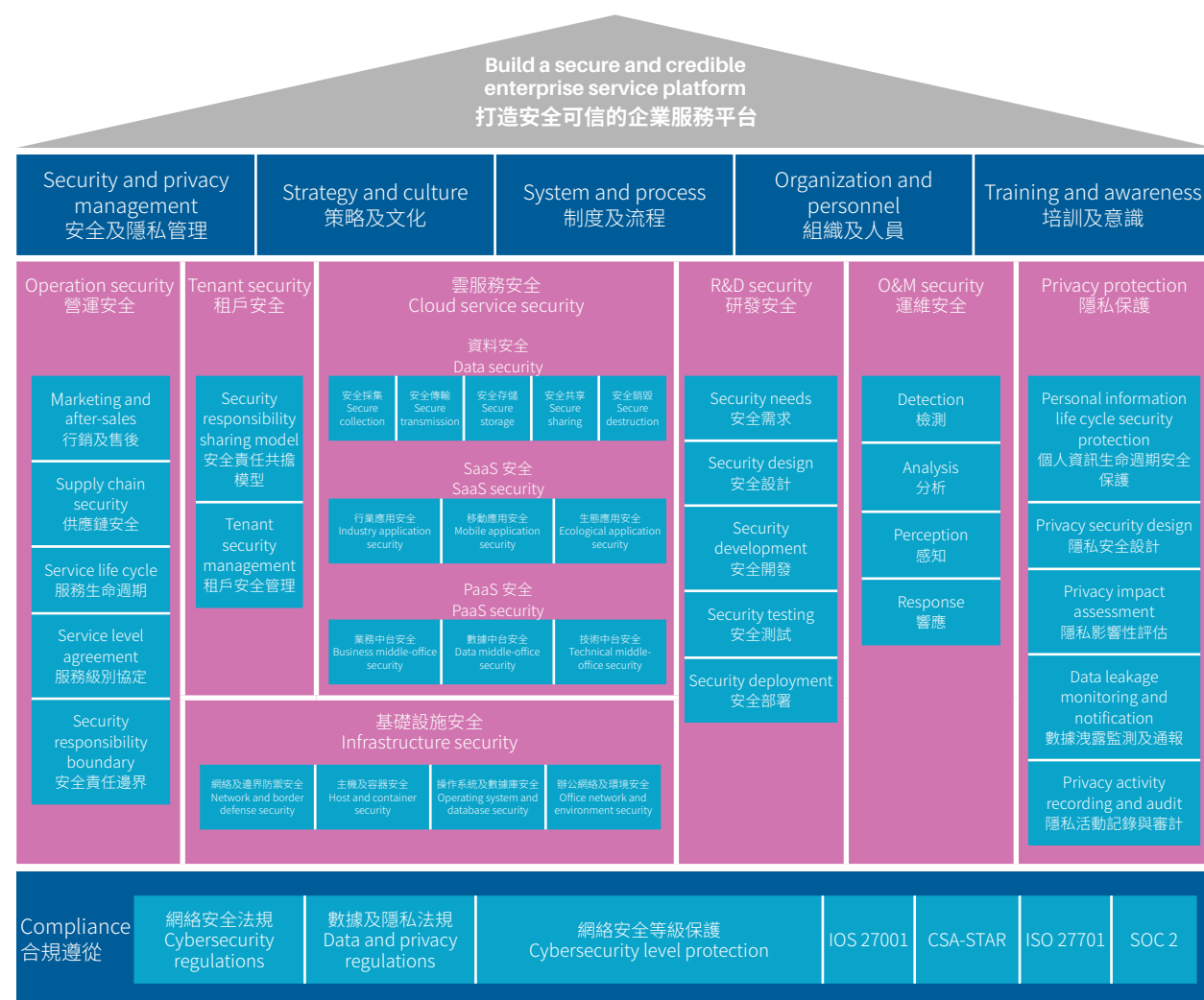


Figure: Enterprise security service platform system
圖：企業安全服務平台體系

	System name 制度名稱	Coverage 覆蓋範圍	System content 制度內容
Information classification and confidentiality 信息分級與保密	Management Measures for the Protection of Assets of Information 《信息資產保護管理辦法》 Management Measures for Source Code Security 《源代碼安全管理辦法》	Group-wide 全集團	Measures to regulate the information classification and protection 規範對信息分級、分級保護的措施
Employee Safety Behavior 員工安全行為	Information Security Manual for Kingdee's Employees 《金蝶員工信息安全手冊》 Kingdee Code of Business Conduct 《金蝶商業行為準則》 Disciplinary Rules of Kingdee 《金蝶紀律處分條例》	Group-wide 全集團	Determine the Company's information security policy and objectives, commercial secret protection requirements, daily information security basic requirements, information security rewards and punishments, regulate the basic behavior of staff information security, and protect the Company's information assets and information security 確定了公司信息安全方針與目標、商業秘密保護要求、日常信息安全基本要求、信息安全獎懲，規範員工信息安全基本行為，保護公司信息資產和信息安全
Product Data Security 產品數據安全	Kingdee Client Data Security Management Measures 《金蝶客戶數據安全管理辦法》	Group-wide 全集團	Clarify the principles for security, responsibility and protection of clients' data (including personal privacy data), require classification of data based on sensitivity and levels of impact, and establish requirements for security during the whole life cycle of products 明確公司客戶數據（包含個人隱私數據）安全責任和數據安全保護原則，要求依據數據的敏感性和影響程度進行分類分級，並對數據的全生命週期提出了安全保護要求
Product Safety Development 產品安全開發	Kingdee Product Security Research and Development Management Measures 《金蝶產品安全研發管理辦法》 Kingdee Product Safety Specification 《金蝶產品安全規範》	Research and development staff 研發人員	Make clear safety activity requirements in product security research and development life cycle, product security event definition and reward and punishment measures 明確產品安全研發生命週期中的安全活動要求、產品安全事件的定義及獎懲措施
Product Security Operation and Maintenance 產品安全運維	Kingdee Internet Operation and Maintenance Quality Management System 《金蝶互聯網運維質量管理制度》 Kingdee Internet Operation and Maintenance Management Rules 《金蝶互聯網運維管理細則》 IaaS Public Cloud Management Standard 《IaaS 公有雲管理規範》 Kingdee Internet Security Operation and Maintenance Management Measures 《金蝶互聯網安全運維管理辦法》	Operations and maintenance personnel 運維人員	Clarify the security operation and maintenance management and accident accountability mechanism, and the requirements for the operation and maintenance of production systems, such as data backup related management requirements, etc. 明確安全運維管理及事故問責機制、生產系統的運維規範要求，如數據備份相關管理要求等
Supplier Management 供應商管理	Kingdee Procurement Management System 《金蝶採購管理制度》 Kingdee Supplier Management Rules 《金蝶供應商管理細則》 Kingdee Tendering Management Rules 《金蝶招標管理細則》	All suppliers 全體供應商	Clarify supplier responsibility for ensuring information security 明確供應商對於確保信息安全的責任
Data Security Incident Response 數據安全事件應急措施	Kingdee Security Product Emergency Response Plan 《金蝶安全產品應急預案》	Group-wide 全集團	Standardize the emergency procedures and measures for information security incidents 規範信息安全事件的應急流程與措施

In 2021, Kingdee internally handled 2 employee violations of information security, and the Company did not have any major cyber-security information leakage incidents.

2021 年，金蝶內部處理兩起員工信息安全違規事件，公司未發生重大網絡安全信息洩露事件。

4.2.1.1 Information Security Management Structure

Kingdee has established a three-tier information security organizational structure, including decision-making, management, and executive levels, with the CEO as the highest responsible person and a member of the board of directors and the committee submitting annual information security insight reports and monthly reports on operations to provide organizational assurance for the Company's information security work.

Technology and Product Committee (decision-making level) 技術和產品委員會（決策層）



The CEO is the director, and the members are composed of the management and leaders of various business divisions.

由首席執行官為主任，委員由管理層、業務線負責人組成。

Structure and Security Design Committee (management level) 架構與安全設計委員會（管理層）



It is composed of representatives from all business divisions, with Information Security Dept. and Product Security Dept. as the daily executive agencies.

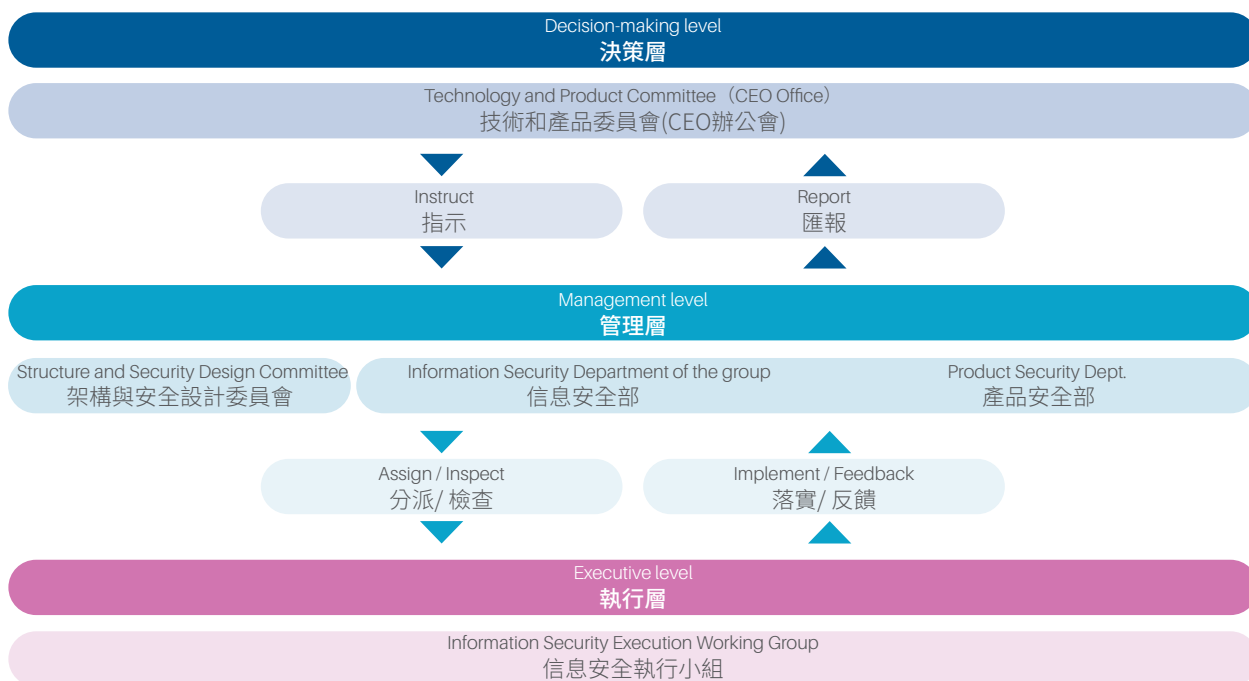
由各業務線代表組成、信息安全部、產品安全部作為日常執行機構。

Information Security Execution Working Group (executive level) 信息安全執行小組（執行層）



It is composed of employees from various organizations and departments as part-time information security administrators, taking responsibility for the promotion and implementation of regular work regarding information security.

由各組織、部門的兼職信息安全員組成，負責日常信息安全推廣執行。



4.2.1.1 信息安全管理架構

金蝶建立了三層信息安全群組織架構，包括決策層、管理層和執行層。首席執行官作為董事會成員為最高責任人，委員會每年提交信息安全洞察報告和營運月報，為公司信息安全工作的開展提供組織保障。

4.2.1.2 Assurance System

Kingdee has formulated, in accordance with industry standards, the *Kingdee Product Security Research and Development Management Measures*, *Kingdee Client Data Security Management Measures*, and other internal regulations and systems, established a full-process data security and privacy protection system, from product R&D to product use and from data acquisition to data deletion, emphasizing that customers as data owners should enjoy the rights of information transparency, access rights, and correction rights, and based on this, increased the protection efforts in data security and user privacy.

4.2.1.2 保障體系

金蝶根據行業標準制定如《金蝶產品安全研發管理辦法》《金蝶客戶數據安全管理辦法》等內部規章制度，建立了從產品研發到產品使用過程中，數據獲取至數據刪除的全流程數據安全與隱私保護體系，強調了客戶作為數據所有者應當享有信息透明、訪問權、更正權等權利，並以此為依據，加大在數據安全與用戶隱私方面的保護力度。

Privacy Management

Kingdee is keenly aware of the importance of users' personal information security, and has formulated a privacy policy covering all products of the Group to inform users how Kingdee uses and shares user-related data and protects user information security and controllability. The Company monitors the regulatory development of information security and privacy laws and regulations, interprets them in time, and updates the privacy policy in real time. Meanwhile, for products demanded in overseas market, we adapt to different regulatory requirements to ensure product compliance. In 2021, the Company updated the contents of the privacy policy pertaining to personal information collected by the SDK integrated with the APP and other mobile applications, the names of affiliated companies, the right exercise channel related to personal information protection, etc.

隱私管理

金蝶深知用戶個人信息安全的重要性，制定了覆蓋集團所有產品的隱私政策，並告知用戶金蝶如何使用及共享與用戶相關的數據，守護用戶信息安全可控。公司監控信息安全及隱私法規相關監管動態，並及時解讀，對隱私政策進行實時更新。同時，對於有海外市場需求的產品，我們針對不同監管要求進行適配，確保產品合規。2021年，公司對隱私政策中APP等移動應用集成的SDK所收集的個人信息情況、關聯公司名稱及個人信息保護相關權利行使渠道等內容進行了更新。

Kingdee Privacy Policy

金蝶隱私政策

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

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

We have a dedicated compliance department that oversees the protection of user information and users can ask questions about this privacy policy or privacy practices through customer service contact number: (0) 4008-836-836.

我們設有專門合規部門監督用戶信息保護事宜，用戶可通過客服聯繫電話：(0)4008-836-836 諮詢有關本隱私政策或隱私措施相關問題。

More details about the privacy policy can be found here:

更多關於隱私政策的詳情可點擊此處了解：

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

1 Data collection 數據收集

Adopt minimalist collection, classify, and grade data according to their sensitivity and impact level.

採取最小化收集，依據數據的敏感性和影響程度進行分類分級。

2 Data storage 數據存儲

Encrypt sensitive data and deploy O&M audit system to prevent O&M personnel from leaking; deploy terminal data leakage prevention software in terminal PC to monitor and audit unauthorized device outreach, file reading and writing, printing, screen watermark, instant messaging and email, etc. to protect company data security.

對敏感性數據加密，部署運維審計系統防止運維人員洩密；在終端PC部署終端數據防洩密軟件，對非授權設備外聯、文件讀寫、列印、屏幕水印、實時通訊以及郵件等進行監控與審計，保障公司數據安全。

3 Data transmission and output 數據傳輸與輸出

Transport Encryption (HTTPS)

Minimize output and obscure display for sensitive data with permission control measures.

傳輸加密 (HTTPS)

最小化輸出，並以權限控制措施，對於敏感性數據模糊顯示。

4 Data access and import 數據訪問與導入

Authorization of data access

Standardize the production data export application process and desensitize the sensitive data exported.

對數據訪問進行授權

規範生產數據導出申請流程，並對導出的敏感性數據進行脫敏。

5 Data sharing 數據分享

For data export sharing management, client authorization must be obtained and submitted to the approval process. After evaluation by the Group's information security department, the exported sensitive data should be desensitized and encrypted for transmission.

If external data sharing is involved, the initiating department must collect the information security architecture construction of the application system to undertake the data, and then the Department of Information Security shall evaluate the security of the undertaking system from the aspects of network system operation and maintenance and other infrastructure security, application security and data security.

Require all suppliers to sign confidentiality agreements (external cooperation). If a supplier is involved in the processing of personal information, a *Data Processing Agreement* must be signed with the supplier to clarify the responsibilities and obligations of data security protection of both parties. At present, the signing rate of confidentiality agreements by all data partners is 100%.

針對數據導出分享管理，必須獲得客戶授權並提交審批流程，經集團信息安全部門評估後方可導出，導出的敏感性數據應進行脫敏及加密傳輸處理。

如涉及對外分享數據，則需求發起部門必須收集提供數據承接應用系統的信息安全架構建設情況後，由信息安全部從網絡系統運維等基礎架構安全、應用安全以及數據安全等多方面對承接系統進行安全評估。

要求所有供應商簽訂保密協議（外部合作），若供應商涉及個人信息的處理，則要求和供應商簽署「數據處理協議」以明確雙方的數據安全保護責任及義務。目前所有數據合作方保密協議簽訂比例為100%。

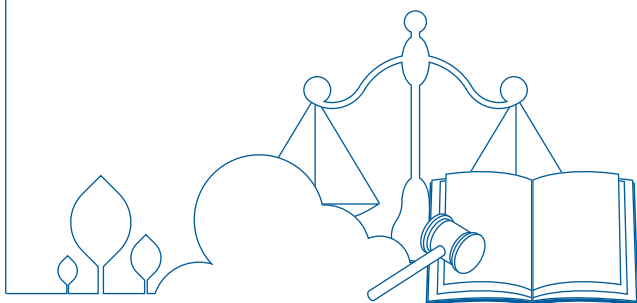
6 Data destruction 數據銷毀

When we terminate cooperation with the client and the client requests to destroy its data, the client's authorized personnel should submit a data processing work order through the Company's product operation and maintenance portal. After receiving the work order and confirming the authorization information, we will assign operation and maintenance staff to perform the destruction or deletion operation.

In case the client does not explicitly request the destruction of data, the Company has established a regular data retention mechanism for a period of 30 days, and client data that exceeds the retention period will be automatically deleted via a timed task, except for data required by laws and regulations to be retained for a certain period.

當公司與客戶終止合作且客戶要求銷毀其數據時，由客戶授權人員通過公司產品運維門戶提交數據處理工單。我司接收工單並確認授權信息後，指派運維人員執行銷毀或刪除操作。

針對客戶未明確要求銷毀數據的情況，公司建立了為期30天的數據定期保留機制，超過保留期限的客戶數據將通過定時任務進行自動刪除，法律法規要求保留一定期限的除外。



Product risk and compliance self-inspection

In 2021, Kingdee developed the baseline table of product risk and compliance inspection, and conducted annual checks on data collection, data storage, data use and data security management of all the products on its R&D platform, including cloud products, end products, APPs, mini programs and light applications. In the future, Kingdee will, with the aim of achieving 100% self-inspection rate of security compliance of core products, conduct unified annual inspection on all the products, and constantly improve data security and compliance of Kingdee products.

產品風險合規自查

2021 年，金蝶制定了產品風險合規檢查基線表，對於包括雲產品、端產品、APP、小程序、輕應用在內的所有金蝶研發平台的產品進行數據收集、數據存儲、數據使用及數據安全管理等方面進行年度檢查。未來，金蝶以核心產品安全合規自查率 100% 為目標，每年對於所有產品統一進行年度檢查，持續提升金蝶產品的數據安全及合規。

Emergency response mechanism

In addition, Kingdee has established active and passive emergency response mechanisms to ensure timely handling of network security incidents through proactive detection of security vulnerabilities and emergency drills.

應急響應機制

此外，金蝶建立主動及被動的事件應急響應機制，通過主動摸排安全漏洞及開展應急演練等措施，確保及時處置網絡安全事件。



Countermeasures

應對措施

We have established a dedicated PSIRT (Product security incident emergency response team) and the related operation mechanism. The team is responsible for collecting security vulnerabilities from any channels, releasing product vulnerability announcements, disclosing open source vulnerability information, and providing customers with security vulnerability consultation, etc.

We collect industry security information and keep abreast of the information of security vulnerabilities in the supply chain related to products, so as to promptly inform each product team of security information for investigation.

We make timely handling plans for the vulnerabilities submitted by customers, users, suppliers and other parties and the vulnerabilities actively checked out, and provide corresponding notifications according to the level and scope of influence. After the vulnerability is fixed, we will provide fix plan feedback through mailbox or the vulnerability platform, and issue a vulnerability repair notice in Kingdee community.

建立專門的 PSIRT（產品安全事件應急響應團隊）及相關運作機制，該團隊負責收集任意渠道的安全漏洞，發佈產品漏洞公告，披露開源漏洞信息，提供客戶的安全漏洞諮詢等；

收集行業安全情報，以及時了解產品相關供應鏈中的安全漏洞信息，以便及時將安全情報通知各產品團隊進行排查；

針對客戶、用戶、供應商等多方提交的漏洞及主動排查出的漏洞及時制定處置計劃，並根據級別和影響範圍進行相應的通報；漏洞修復後通過郵箱或漏洞平台反饋修復方案，並且在金蝶社區發佈漏洞修復通告。



Emergency drills

應急演練

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

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

Security vulnerability discovery and receiving channels

White Hat vulnerability submission and acquisition platforms: Butian vulnerability response platform and China National Vulnerability Database (CNVD)

Official mailbox for receiving vulnerability: psirt@kingdee.com

安全漏洞發現及接收渠道

白帽子提交漏洞獲取平台：補天漏洞響應平台、cnvd 國家信息安全漏洞共享平台

官方漏洞接收郵箱：psirt@kingdee.com

Information Security Audit

In order to protect clients' privacy and commercial secrets, Kingdee conducts internal audits at least once a year for all critical departments involved in the management system, and carries out special audits such as source code security and network security law compliance irregularly. The internal audit team prepares and forms the *Internal Audit Checklist* based on laws and regulations, industry information security standards, the Company's information security management system, and the requirements of our clients and related parties. The internal audit team conducts on-site audits through sampling and other methods, and outputs the *Non-conformity Report and Correction Report Form and Information Security Internal Audit Report*. After completion of the rectification and disposal by each responsible department, the internal auditor verifies its completion and validity.

In addition, Kingdee conducts an annual external audit of the certification department, including financial IT audits, to fully protect and safeguard the interests of our clients. In 2021, Kingdee selected two departments to execute a special personal information protection & data security self-check operation, and in accordance with the *Data Security Law of the People's Republic of China* and *Personal Information Protection Law of the People's Republic of China*, and other legal requirements, identified a total of 13 issue items. The information security department, together with relevant business departments, formulated corresponding rectification handling plans based on the self-check assessment results, and the relevant responsible departments completed the rectification and feedback within a specified period of time. The information security department was responsible for verifying their completion and effectiveness, and reported to the Technology and Product Committee in the monthly summary report to ensure all issues were effectively resolved.

信息安全審計

為保護客戶隱私和商業機密，金蝶每年針對管理體系所涉及的所有重要部門進行至少一次的內部審計，並不定期開展如源代碼安全、網絡安全合規等專項審計。內審小組依據法律法規、業界信息安全標準、公司信息安全管理制度、客戶及相關方要求等編制形成《內審檢查表》，通過抽樣等方法開展現場審核，並輸出《不符合項報告及糾正報告表》《信息安全內審報告》。在各責任部門完成整改處置後，再由內審員驗證其完成情況和有效性。

此外，金蝶每年開展一次認證部門的外部審計，包括財務IT審計，全面保障維護客戶利益。2021年，金蝶抽取了2個部門執行了一次專項個人信息保護&數據安全自查工作，依據《中華人民共和國數據安全法》和《中華人民共和國個人信息保護法》等法律要求共計識別出了13個問題項。信息安全部門聯合相關業務部門根據自查評估結果制定相應的整改處置方案，相關責任部門在規定的時間內完成整改及反饋，信息安全部負責驗證其完成情況和有效性，並在月度總結報告中向技術和產品委員會進行匯報，確保所有問題項有效解決。

Kingdee		④内部公开 请勿外传
		KD I QR 022 信息安全内审报告 V1.0
目 录		
目 录		2
一、 审计目的		3
二、 审计依据		3
三、 审计方法		3
四、 审计内容		4
五、 审计范围		4
六、 审计发现与建议		8
1. 个别部		8
2. 个别部		8
露风险		8
3.		9

Figure: 2021 audit report
圖：2021 年審計報告

Information Security Publicity and Training

Kingdee provides information security training through new employee orientation and occasional job security training, and conducts "Kingdee Information Security Week" once a year to strengthen information security training for all employees.



Special training on offline project delivery

線下項目交付專項培訓

New staff entering a project need to learn the interpretation of *Kingdee Huawei Project Delivery Information Security Management Regulations*, a project delivery information security course. We carry out 3 special project delivery information security training sessions, and hold 4 publicity and implementation sessions on information security cases every month.

新入項人員需要學習對應項目交付信息安全課程《金蝶華為項目交付信息安全管理制度》解讀，開展3場專場項目交付信息安全培訓，每月4次信息安全案例宣貫。

In 2021, Kingdee released the exam course of 2021 *Information Security Special Test* cloud classroom, covering all regular employees, labor dispatch employees and interns, and requiring all employees to pass the assessment.

Industry seminars

Kingdee actively participates in industry seminars on data security and privacy protection, and is committed to improving its ability in this area and promoting the development of the industry.

In 2021, as a member of Cloud Security Alliance (CSA) Greater China, Kingdee received the CSA GCR membership certificate from CSA. Kingdee actively participates in various security seminars organized by the Alliance to jointly study and discuss issues related to data security and personal information protection, cutting-edge legal issues and compliance; and to translate and implement the legal provisions into concrete technical measures and management systems that the company can implement.

In 2021, Kingdee joined the "Zhuoxin Big Data Plan" of China Academy of Information and Communication Technology and became one of the fifth members. As a member of the "Zhuoxin Big Data Plan" of China Academy of Information and Communication Technology, Kingdee actively participates in various safety seminars of China Academy of Information and Communication Technology, jointly studies and explores issues such as data security management, data security, and data security compliance, aiming at enhancing its data security system management ability, and satisfying the data security management and compliance requirements.

信息安全宣傳與培訓

金蝶通過新員工入職培訓、不定期崗位安全培訓等方式，進行信息安全培訓，每年開展一次「金蝶信息安全周」，加強面向全員的信息安全宣傳教育。



Online publicity

在線宣傳

New version of the online course *I'm an Information Security Defender* and information security article publicity of the online official account

新版《我是信息安全衛士》在線課程以及線上公共號信息安全文章宣傳。

2021年，金蝶發佈《2021年信息安全專項測驗》雲課堂考試課程，覆蓋所有正式員工、勞務派遣員工及實習生，並要求全體員工通過測評。

行業研討

金蝶積極參與關於數據安全及隱私保護的行業研討活動，致力於提升公司在此方面的能力，同時推動行業發展。

2021年，作為雲安全聯盟大中華區的會員單位，金蝶獲得雲安全聯盟（CSA-Cloud Security Alliance）頒發的CSA GCR會員證書，積極參與聯盟組織的各種安全研討會，共同學習探討有關數據安全與個人信息保護前沿法律問題和合規性等問題，將法律條款轉化和落地為公司可具體的技術措施和管理制度。

2021年金蝶加入中國信息通信研究院「卓信大數據計劃」，成為第五批成員單位。作為中國信息通信研究院「卓信大數據計劃」的成員單位，金蝶積極參與中國信息通信研究院的各種安全研討會，共同學習探討數據安全管理、數據安全技術、數據安全合規等問題加強公司數據安全體系能力，以滿足數據安全管理及合規要求。

4.2.1.3 Information Security Certification

By the end of the reporting period, 17 products have passed a total of 17 certifications of 6 types (Level Protection, ISO 27001, ISO 27701, CSA-STAR, SOC, ITSS), including Kingdee Cloud Constellation (Cosmic), Kingdee Cloud Galaxy, Kingdee Cloud Stellar, Kingdee Invoice Cloud, EAS Cloud, Wojia Cloud, Jingdou Cloud, Kingdee Cloud Community, Woshou, Kingdee Intelligent Bookkeeping, KIS Cloud, Zhangwuyou, Internet Credit, Diejin Microfinance, Aggregate Payment, Kingdee's official website, and Yundee industrial Internet platform. Among them, the ISO 27701 certification scope including Kingdee Cloud Constellation was newly added certification; the ISO 27001 certification scope was expanded to cover EAS Cloud, Kingdee Cloud Stellar, and Wojia Cloud. The above certified products are expected to account for more than 80% of the Company's total revenue.

In 2021, Kingdee Cloud Constellation and Kingdee Cloud Cosmic obtained the SOC Type-II certification report, and the Company was the first ERP cloud vendor in China to obtain the Type II audit certification report under the AICPA standards. So far, Kingdee has achieved the "Grand Slam" of product security and privacy system, including obtaining ISO 27001, ISO 27701, Classified Protection Test Level III of the Ministry of Public Security, CSA-STAR of the International Cloud Security Alliance and other security certifications.

4.2.1.3 信息安全認證

截至報告期末，包括金蝶雲星瀚（蒼穹）、金蝶雲星空、金蝶雲星辰、金蝶票據雲、EAS Cloud、我家雲、精鬥雲、金蝶雲社區、握手網、智慧記、KIS雲、賬無憂、互聯網征信、蝶金小貸、聚合支付、金蝶官網、雲鐫工業互聯網平台共17個產品通過6類認證（等級保護、ISO 27001、ISO 27701、CSA-STAR、SOC、ITSS）共計17個認證。其中，ISO 27701認證範圍包含金蝶雲星瀚，為新增認證；ISO 27001認證範圍擴大覆蓋EAS cloud、金蝶雲星辰及我家雲。以上認證產品預計佔公司總營收80%以上。

2021年，金蝶雲·星瀚，金蝶雲·蒼穹均獲得了SOC TypeII的鑒證報告，是國內首個獲得美國註冊會計師協會（AICPA）的準則出具Type II審計鑒證報告的ERP雲廠商，至此，金蝶已完成產品安全及隱私體系「大滿貫」，包括取得了ISO 27001、ISO 27701、公安部等保三級、國際雲安全聯盟CSA-STAR等多項安全認證。

Security Certification 安全認證	Certified Product 認證產品
Classified Protection Test Level III 等保三級	Kingdee Cloud Constellation, Kingdee Cloud Cosmic, Kingdee Cloud Galaxy, Kingdee Cloud Stellar, Kingdee Invoice Cloud, EAS Cloud, Wojia Cloud, Jingdou Cloud, Kingdee Credit, Yundee industrial Internet platform 金蝶雲星瀚、金蝶雲蒼穹、金蝶雲星空、金蝶雲星辰、金蝶票據雲、EAS Cloud、我家雲、精鬥雲、金蝶征信、雲鐫工業互聯網平台
Classified Protection Test Level II 等保二級	Kingdee Cloud Community, Woshou, Intelligent Bookkeeping, KIS Cloud, Zhangwuyou, Diejin Microfinance, Aggregate Payment, Kingdee's official website 金蝶雲社區、握手網、智慧記、KIS 雲、賬無憂、蝶金小貸、聚合支付、金蝶官網
ISO 27001	Kingdee Cloud Constellation, Kingdee Cloud Cosmic, Kingdee Cloud Galaxy, Kingdee Cloud Stellar, EAS cloud, Wojia Cloud, Jingdou Cloud, KIS Cloud 金蝶雲星瀚、金蝶雲蒼穹、金蝶雲星空、金蝶雲星辰、EAS cloud、我家雲、精鬥雲、KIS 雲
ISO 27701	Kingdee Cloud Constellation, Kingdee Cloud Cosmic 金蝶雲星瀚、金蝶雲蒼穹
CSA-STAR	Kingdee Cloud Constellation, Kingdee Cloud Cosmic 金蝶雲星瀚、金蝶雲蒼穹
SOC	Kingdee Cloud Constellation, Kingdee Cloud Cosmic, Kingdee Cloud Galaxy 金蝶雲星瀚、金蝶雲蒼穹、金蝶雲星空
ITSS	Kingdee Cloud Galaxy 金蝶雲星空



Figure: Kingdee received ISO 27701 certification

圖：金蝶獲 ISO 27701 認證

4.3 Protecting Intellectual Property 4.3 保護知識產權

As a knowledge-driven enterprise with continuous independent innovation, Kingdee attaches great importance to the protection of intellectual property rights and constantly strengthens the system construction of corporate intellectual property rights. In accordance with the *Patent Law of the People's Republic of China* and other IP-related laws and regulations promulgated by the government, Kingdee has formulated a series of IP-related corporate rules and regulations to perfect its IP protection system, implemented trade secret and IP ownership and protection requirements, integrated such requirements into its operational policies for research and development, sales, delivery service, and ecological cooperation, and strengthened protection of its own IP and innovation achievements.

Externally, Kingdee has established an intellectual property protection system combining legal means and information security technology with trademarks, patents and copyrights as the main content. In combination with the technical support department and client service department, the system has formed a monitoring and collaboration mechanism to expand the scope of anti-piracy supervision and strengthen the crackdown on piracy activities. Internally, Kingdee analyzed existing patents and graded them according to technology, market and legal value, laying a foundation for refined management of patents and promoting the formation of concentrated technical advantages in specific fields.

At the same time, we encourage technological innovation and actively declare intellectual property rights. By the end of 2021, Kingdee has declared 1,982 patents and registered 870 software copyrights, ranking at the forefront of the enterprise SaaS cloud service industry. In 2021, Kingdee won four intellectual property awards, namely "National Copyright Model Park (Base)", "22nd China Patent Excellence Award", "Shenzhen Outstanding Intellectual Property Enterprise", and "2021 Shenzhen Patent Award". So far, Kingdee has received 19 intellectual property qualification honors awarded by government agencies, including 10 national honors, 3 provincial honors, 5 municipal honors, and 1 district-level honor. Kingdee's reserve of intellectual property rights of core technology has laid a solid foundation for intellectual property rights protection.

作為一家不斷自主創新的知識驅動型企業，金蝶高度重視知識產權保護工作，不斷加強企業知識產權的制度建設。依據國家頒佈的《中華人民共和國專利法》等知識產權相關法律法規，金蝶制定了一系列知識產權相關的企業規章制度，完善知識產權保護體系，落實商業秘密與知識產權權屬及保護要求，貫穿從研發、銷售、交付服務、生態合作的經營政策中，加強自身知識產權及創新成果的保護。

對外，金蝶以商標、專利、版權為主題內容，建立了法律手段與信息安全技術相結合的知識產權保護體系，聯合技術支持部門、客服部門形成監控協作機制，擴大盜版挖掘和打擊範圍和力度。對內，金蝶對現有專利進行分析，並按照技術、市場和法律價值進行評級，為專利精細化管理奠定基礎，推動形成領域集中技術優勢。

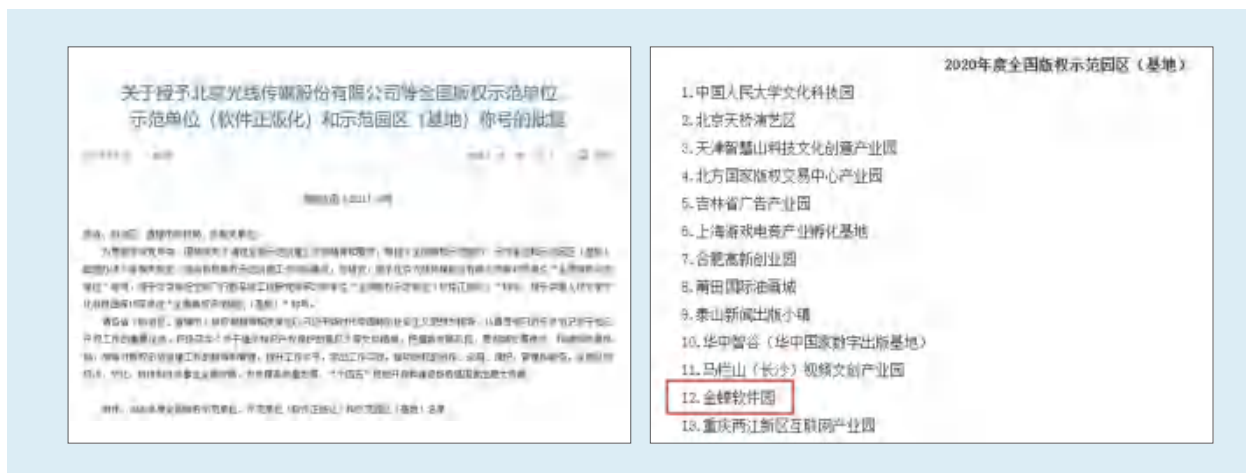
同時，我們鼓勵技術創新，積極申報知識產權。截止 2021 年底，金蝶申報專利 1,982 件，軟件著作登記 870 件，位居企業 SaaS 雲服務行業前列。2021 年，金蝶在知識產權領域獲得：「全國版權示範園區（基地）」「第二十二屆中國專利優秀獎」「深圳市知識產權優勢企業」「2021 年度深圳市專利獎」四項獎項。到目前金蝶獲得政府機構頒發的知識產權榮譽資質達到 19 項，其中國家級的 10 項，省級 3 項、市級的 5 項，區級的 1 項。金蝶對核心技術知識產權的儲備，為知識產權保護奠定夯實的維權基礎。

Kingdee Software Park was named "2020 National Copyright Model Park (Base)"

On March 22, 2021, the National Copyright Administration announced the list of 2020 National Copyright Model Units, Genuine Software Edition Model Units and Model Parks (Bases). Kingdee Software Park was the only technological enterprise park on the list and won the honorary title of "2020 National Copyright Model Park (Base)" along with 15 other units. This is another state-level honor won by Kingdee in the field of copyrights after it was named the "Most Influential Enterprise in China's Copyright Industry in 2011".

金蝶軟件園獲評 2020 年度全國版權示範園區（基地）

2021 年 3 月 22 日，國家版權局公佈了 2020 年度全國版權示範單位、軟件正版化示範單位和示範園區（基地）名單。金蝶軟件園作為上榜的唯一一家科技型企業園區，與其他 15 家單位一同獲評「2020 年度全國版權示範園區（基地）」榮譽稱號。這是金蝶在 2011 年被評為「中國版權產業最具影響力企業」之後，在版權領域獲得的又一項國家級榮譽。



4.3.1 Prevention of infringement

In compliance with intellectual property laws and regulations such as the *Patent Law of the People's Republic of China*, *Copyright Law of the People's Republic of China*, *Trademark Law of the People's Republic of China* and *Anti-Unfair Competition Law of the People's Republic of China*, Kingdee organized relevant departments to amend regulations and norms such as the *Kingdee Open-Source and Third-Party Software Security Management Regulations*, took measures such as holding regular offline training, pushing information from the subscription account "IP Watch" and promoting IP-related knowledge, and collaborated with the information security department to improve its technical monitoring capability and prevent IP infringement.

4.3.1 防範侵權

金蝶遵守《中華人民共和國專利法》《中華人民共和國著作權法》《中華人民共和國商標法》《中華人民共和國反不正當競爭法》等在知識產權方面的法律法規，組織相關部門修訂《金蝶開源及第三方軟件安全管理規範》等相關制度規範，通過定期線下培訓、訂閱號「IP 看點」推送及普及知識產權相關知識等措施，協同信息安全部改善技術監控能力，防範知識產權侵權。



Figure: Kingdee held offline training on prevention of IP infringement
圖：金蝶開展有關防範知識產權侵權的線下培訓

Software use

Kingdee guarantees the use of genuine software on all its own devices. Suppose employees need to install software on their work computers, they can request for it, and the Company will purchase and install it uniformly to ensure the compliance of the installed software from the source and avoid infringement and damage to others' intellectual property rights. In 2021, the Company organized the R&D department and information security department to revise the *Kingdee Open-Source and Third-Party Software Security Management Regulations* and collaborated with the information security department to improve its technical monitoring capability and prevent software IP infringement.

軟件使用

金蝶自身所有設備保證使用正版軟件，如員工需在工作計算機上安裝軟件可提出申請，由公司統一購買並安裝，從源頭上保證所安裝軟件的合規性，避免侵犯損害他人知識產權的行為。2021年，公司組織研發部門、信息安全部修訂《金蝶開源及第三方軟件安全管理規範》，協同信息安全部改善技術監控能力，防範軟件侵權。

Text and graphic materials

In 2021, Kingdee improved the *Intellectual Property Code for Material Application* and *Kingdee Disciplinary Regulations*, standardizing the use of text and pictures. We have established the Kingdee iKD platform, which provides employees with fonts, pictures, PPTs and other materials that have been copyrighted, and the copyright and usage specifications are clearly stated in the platform description. This is aimed at implementing IP protection.

文圖素材

2021年，金蝶完善《素材應用知識產權守則》《金蝶紀律處分條例》，規範字體、圖片使用行為。我們已搭建金蝶iKD平台，通過iKD平台為員工提供已獲得版權的字體、圖片、PPT等素材，並在平台說明中明確聲明了版權所有和使用規範，以落實知識產權保護工作。

Kingdee's internal dedicated iKD platform as a source of material

金蝶內部專用 iKD 平台作為素材來源



4.3.2 Self-advocacy

Kingdee protects its product copyrights and seriously combats piracy through a number of measures such as online monitoring and offline actions. Kingdee monitors intellectual property infringement by monitoring Baidu's competing terms, important product name searches, keyword placement, etc. If infringement is found, Kingdee will hold the infringing party accountable through judicial channels. In 2021, there were 11 ongoing intellectual property litigation cases, with a total amount of RMB11.32 million. Six cases were adjudicated in the first instance, with a compensation amount of RMB4.02 million.



Online 線上

We cooperate with third-party sales platforms to monitor and compare online product prices to identify suspicious sellers, while ensuring compliance of online agents through self-management and establishing agent whitelists. If non-compliance is found, we will report directly to the sales platform, requesting it to handle and remove the relevant products.

金蝶通過線上監控、線下行動等多項措施來保護自身產品版權，嚴肅打擊盜版行為。金蝶通過監察百度競品詞、重要產品名稱搜索、關鍵字投放等方式，對知識產權侵權行為進行監控。如發現侵權現象，金蝶將通過司法途徑追究對方侵權責任。2021年在辦知識產權維權訴訟案件11件，訴訟標的額總計1,132萬元，一審判決6件，判賠金額402萬元。

我們聯合第三方銷售平台進行監控，對比在線產品價格識別可疑銷售商，同時通過自助管理、建立代理商白名單等方式，確保在線代理商的合規性。如發現不合規的情況，我們會直接向銷售平台進行投訴，要求其處理並下架相關產品。



Offline 線下

We have set up a cross-departmental piracy crackdown team, which includes the Intellectual Property Department, Audit Department, Legal Department and technical departments of each product, to confirm the qualifications of customers and the copyright ownership of their software usage through the ordering system.

我們成立了跨部門的盜版打擊小組，小組成員包括知識產權部、審計部、法務部及各產品技術部門，通過訂貨系統確認客戶資質，及其軟件使用的版權歸屬問題。

In 2021, we cooperated with our rights protection partner Taodun Network, so as to increase the frequency of monitoring on online platforms to achieve a high-pressure crackdown on infringement incidents for multiple platforms through high-frequency monitoring and efficient processing. During the reporting period, Kingdee handled 636 online infringement links, received 62 cases of offline feedback on pirated software infringement and 14 cases of trademark and trade name infringement feedback. After receiving the incidents, we pursued the infringement responsibility of the parties responsible in accordance with the law, and assisted the sales staff to urge customers to switch to the genuine version.

2021年，我們與維權夥伴「淘盾網絡」合作，提高在線平台的監控頻率，通過高頻次監控及高效率處理來實現在多個平台的侵權事件的高壓打擊。報告期內，金蝶處理了線上侵權違規鏈接636條，接收盜版軟件侵權線下反饋62起，商標、商號侵權反饋14起，在接收事件後我們依法追究侵權責任方侵權責任，並協助銷售人員督促客戶換購正版。

Kingdee sued Mr. Huang and Caizhi Company for trademark infringement and unfair competition

金蝶訴黃某、財智公司商標侵權及不正當競爭案

Kingdee has always adopted a "zero tolerance" attitude towards IP infringement, and has resolutely taken strong measures to defend its own IP without relenting.

金蝶對於知識產權侵權行為，始終採取「零容忍」的態度，堅決採取強硬手段捍衛自主知識產權，絕不手軟。

The defendant company maliciously registered Kingdee trademarks, launched malicious complaints on e-commerce platforms with the registered trademarks, and illegally used the Chinese and English versions of "Kingdee" trademarks to carry out advertising, thus infringing Kingdee's intellectual property rights and disrupting the market order. Considering the company's bad behavior of infringement on trademark rights and unfair competition, Kingdee resorted to laws and made the infringer pay a heavy price for its behavior.

被告公司惡意搶注金蝶商標，並利用搶注的商標在電商平台發起惡意投訴，違法使用「金蝶」及「Kingdee」商標開展廣告宣傳，侵犯金蝶知識產權，擾亂市場秩序。對於該公司侵害商標權和不正當競爭的惡劣行為，金蝶訴諸法律，讓侵權者為其行為付出沉重代價。

4.4 Excellent Service

4.4 卓越服務

Kingdee has always been committed to the strategy of "accelerating cloud transformation and directly reaching and empowering clients" and focusing on providing high quality services. We are committed to the mission of "taking enterprise operator yearning for growth as the objective of struggle", actively improve our customer service system and product quality, and strive to build "the most trustworthy enterprise service platform".

金蝶一直致力於「加速雲轉型，直達並成就客戶」，注重提供高質量服務。我們秉承著「企業經營者對成長的渴望就是我們的奮鬥目標」的使命，積極完善客戶服務體系及產品質量，致力打造「最值得託付的企業服務平台」。

4.4.1 CEO Personal Official Account

4.4.1 CEO 個人號

In 2021, Xu Shaochun's Personal Official Account continued to deepen the image of "enterprise digital transformation expert" and Kingdee's mission of "serving enterprises wholeheartedly", so that the slogan "helping clients succeed" is no longer a slogan. The personal official account operation team always adheres to "customer centricity", sincerely helps clients solve real problems, and at the same time, listens to clients' suggestions, so as to continuously promote the Company's product and service improvement.

2021年徐少春個人號不斷深化「企業數字化轉型專家」的形象，以及「全心全意為企業服務」的金蝶使命，個人號讓「幫助客戶成功」不再是一句口號，個人號營運團隊始終堅持「以客戶為中心」，真誠幫助客戶解決真問題，同時傾聽客戶建議，不斷推動公司產品與服務改善。

In 2021, Xu Shaochun personal official account received a total of 34,769 messages, which were directly replied to by Chairman Xu Shaochun and the personal official account operation team personnel.

In the future, "Xu Shaochun Personal Official account" will continue to promote service changes, serve customers, build a more intelligent and efficient customer service platform on the basis of ensuring good customer service, and establish a trustworthy Kingdee service brand image in all aspects.

2021年，徐少春個人號共收到消息34,769條；由徐少春董事長及個人號營運團隊人員直接回覆。

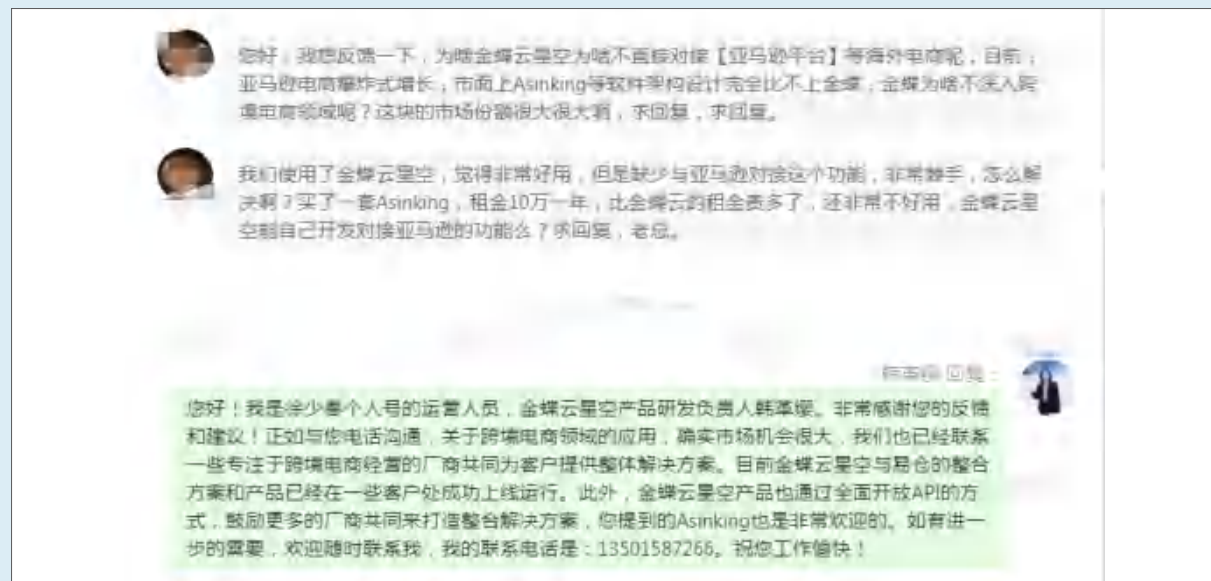
未來，「徐少春個人號」將持續推動服務變革，服務於客戶，在保證客戶服務良好基礎上，建設更智慧高效的客服平台，全方位打造值得信賴的金蝶服務品牌形象。

Personal official account feedback case

個人號反饋案例

A client of Kingdee Cloud Galaxy put forward suggestions, through the personal official account, on whether Kingdee Cloud Galaxy products could directly connect with "Amazon platform" and other overseas e-commerce platforms, and the client expressed approval of Kingdee Cloud Galaxy products. After receiving the feedback information, Han Geyang, head of product research and development of Kingdee Cloud Galaxy, communicated with the client in detail and listened to the client's suggestions thoroughly, which promoted product optimization and improvement.

金蝶雲星空客戶通過個人號對金蝶雲星空產品提出是否可直接對接「亞馬遜平台」等海外電商的建議，並表達了對金蝶雲星空產品的認可。金蝶雲星空產品研發負責人韓革纓收到反饋信息後，親自與客戶進行了詳細交流，深入傾聽客戶建議，促進了產品優化和改善。



4.4.2 Client Success

Centering on and targeting at the success of customers, Kingdee uses cloud products and ecosystem to provide customers with fast, quality and highly consistent service experience through proactive service, centralized management and closed-loop assessment, so as to ensure long-term sustainable operation of customers. In 2021, the Company continued to improve the service system to ensure quality services provided to customers, and make every effort to enhance customer satisfaction with the services of Kingdee and its distribution partners.

4.4.2 客戶成功

金蝶以客戶成功為目標，利用雲產品和生態系統，通過主動服務、集中管理、閉環考核，提供給客戶速度快、質量高、一致性強的服務體驗，確保客戶長期持續經營。2021年，公司持續改善服務體系，保障為客戶提供優質服務，全力提升客戶對金蝶及分銷夥伴的服務滿意度。

Kingdee actively explores new service models. This year, we optimized the customer success methodology V1.0 and released the customer success methodology V2.0 to further clarify the definition of customer success. We added example scenarios, scenario-based script and output templates to refine the ten scenarios of customer success business process, and introduced customer successful business system 2.0 as business support, thereby further realizing digital operation.

In the *Kingdee Guide to Customer Success*, the Company defines the Kingdee customer success system, and builds the customer success system from different levels including concepts, processes, strategies, tools, cases, and responsibilities based on the full process of customer services, supporting continuous innovation. Kingdee develops three customer success plans to provide customers with a wealth of choices. Professional services are embodied in high-value cloud subscription service and professional support. Kingdee has built Kingdee Cloud Community to provide a platform for innovators to learn, grow and get achievements together.

金蝶積極探索新型服務模式。本年度，我們優化客戶成功方法論V1.0，發佈了客戶成功方法論V2.0，進一步明確客戶成功的定義，增加了示例場景、場景話術、輸出物模板等，對客戶成功經營過程的十大場景更加精細化，並引入客戶成功經營系統2.0作為經營支撐，從而進一步實現數字化經營。

在《金蝶客戶成功指南》中，我們明確了金蝶客戶成功體系，基於客戶服務的全流程，從理念、流程、策略、工具、案例、職責等不同層面的搭建客戶成功體系，為持續創新提供之提供支持。我們設置了三種客戶成功計劃，為客戶提供豐富的選擇。專業服務體現在高價值的雲訂閱服務和專業支持，我們建造了金蝶雲社區，為創見者提供學習成長和共同成就的平台。

Updating customer success operation system in support of customer success

更新客戶成功經營系統，助力客戶成功

The customer success operation system V2.0 added new customer portrait, renewal scenario, risk management scenario task-oriented functions, to specify and digitalize the work of customer success manager, and make the management path clearer, so that customer success manager can actively serve customers based on portrait data and improve customer experience.

客戶成功經營系統 2.0 新增了全新的客戶畫像、續費續簽場景、風險管理場景的任務化，讓客戶成功經理工作明確化、數據化，同時也讓管理路徑更加清晰，讓客戶成功經理通過畫像數據主動服務客戶，提高客戶體驗。



Figure: Customer portrait
圖：客戶畫像

Introducing intelligent customer service to provide efficient assistance to customers

In 2021, Kingdee further developed the intelligent customer service, improved customer self-service and fast access through intelligent means, and lifted service quality, in a view to providing customers with better user experience. In 2021, Kingdee's customer satisfaction reached 97%, and the customer service response rate reached 98.8%, exceeding the preset targets.

引入智能化客服，高效輔助客戶

2021年金蝶進一步建設智能化客服，通過智能化手段提升客戶自助服務、快速接入，並提升服務質量，給客戶提供更好的用戶體驗。2021年，金蝶客服滿意度達97%，客服響應及時率為98.8%，超過設定目標。

Offering smart navigation service to serve the customers efficiently

上線智能導航服務，為客戶高效服務

Smart navigation services were launched in Kingdee Cloud Galaxy products. As of the end of 2021, this service was used by more than 7,821 users, providing consulting service to users for a total of 10,702 times. It can access the users' incoming calls in seconds through smart navigation, respond according to users' voice, and provide users with a number of services such as product use consultation and purchase intention registration, effectively saving users' queuing time and improving the service efficiency.

金蝶雲星空產品上線智能導航服務。截止2021年底，超7,821位用戶使用該服務，累計為用戶提供10,702次諮詢。通過智能導航實現用戶來電秒接入，根據用戶語音進行應答，提供用戶產品使用諮詢、購買意向登記等多項服務，有效節省用戶排隊等待時間，使服務更有效率。



Figure: Smart navigation services
圖：智能導航服務

In 2021, the product contract renewal rate of Cosmic and Constellation exceeded 120%, the product contract renewal rate of Galaxy increased from 86% in 2020 to 98.6%, and the product contract renewal rate of Jingdou Cloud increased from 76% in 2020 to 84%.

2021年蒼穹和星瀚產品續費率超過120%，星空產品續費率從2020年86%提升到了98.6%，精鬥雲產品續費率從2020年的76%提升到了84%。

4.4.3 Responsible Delivery

In 2021, Kingdee formulated and revised regulations such as *Kingdee Client Success Plan and Professional Service Product Sales Management Measures*. Kingdee has also issued the *Kingdee Guide to Customer Success*. In order to improve partners' capabilities of successful operation and technical support service, the Company has formulated the *Management Measures for Kingdee-authorized and Certified Service*

4.4.3 負責任交付

2021年，金蝶制定及修訂了《金蝶客戶成功計劃及專業服務產品銷售管理辦法》等制度，並頒佈《金蝶客戶成功指南》。為提升夥伴客戶成功經營及技術支持服務能力，我們制定《金蝶授權認證服務夥伴管

Partners to standardize the authorization and certification management of service partners, as well as other supporting management policies including Kingdee's management measures for the sales of channel service products, management measures for the sales of partner service supporting products and code of conduct for partner services. This is aiming to integrate service content, improve service quality, clarify service delivery standards (SLAs), and further standardize service processes.

理辦法》，規範了服務夥伴的授權與認證管理、金蝶渠道服務產品銷售管理辦法、夥伴服務支持產品銷售管理辦法、夥伴服務行為規範等全套管理機制，旨在完善服務內容，提升服務品質，明確服務交付標準（SLA），進一步規範服務流程。

4.4.4 Complaint Handling

Kingdee attaches great importance to user communication channels and complaint handling mechanism, which is taken as an important basis for understanding clients' needs, correction of mistakes, improving operation and optimizing management. In 2021, Kingdee revised *Kingdee Client Complaint Management Regulations* to add complaint supervision on partners, modify the complaint punishment criteria, toughen complaint punishments, add descriptions of personal account complaint identification and punishment criteria, and improve the supervision mechanism, so as to enhance systematic client complaint management.

We have set up communication channels including sales hotline, service hotline (including complaints), Kingdee community, online customer service center, and Xu Shaochun Personal Account. In 2021, we received 683 valid complaints, 14% lower than the previous year, among which 541 were from hotline, 133 from Xu Shaochun Personal Official Account, 6 from complaint mailboxes, and 3 official letters. The satisfaction rate of complaining customers was 98%, and the number of complaints continued to decrease.

4.4.4 投訴處理

金蝶高度重視用戶溝通渠道及投訴處理機制，我們將其作為了解客戶需求、修正失誤、改善營運、優化管理的重要依據。2021年，金蝶修訂《金蝶客戶投訴管理辦法》，增加對於合作夥伴的投訴監管，修訂投訴處罰標準並加大投訴處罰力度，增加個人號投訴認定及處罰標準說明，並增加改進監督機制，提升系統化的客戶投訴管理水平。

我們開設有銷售熱線、服務熱線（含投訴）、金蝶社區、在線客服、徐少春個人號等溝通渠道。2021年，我們收到有效投訴 683宗，比上一年降低14%。熱線投訴為 541宗，徐少春個人公眾號反饋133宗，投訴郵箱6宗，公函3宗。投訴客戶的滿意度為 98%，投訴量持續下降。

Table: Number of complaints received by Kingdee through various channels
表：金蝶各渠道接獲投訴數量

Complaint method 投訴方式	Number in 2021 2021 年數量	Number in 2020 2020 年數量	Number in 2019 2019 年數量	Number in 2018 2018 年數量
Complaint Hotlines 投訴熱線	541	587	1,037	2,602
Xu Shaochun's Personal Official Account 徐少春個人號	133	194	197	66
Complaint Email 投訴郵箱	6	5	11	58
Weibo 微博	0	0	3	5
Online Client Service 在線客服	0	0	1	3
Consumer Complaints Platform 消費投訴平台	0	0	1	2
President Mailbox 總裁信箱	0	0	-	1
Official letter 公函	3	4	2	1
Total 總數	683	790	1,252	2,695



Hardworking as foundation

以奮鬥者為本

Kingdee deeply believes that employees are the precious wealth of enterprise development. We constantly improve our talent strategy, continuously create fair and compliant recruitment management, create clear career development paths, and adhere to a talent incentive system emphasizing both remuneration and benefits, in an effort to realize the common growth of employees and the enterprise and provide an excellent and healthy development platform for Kingdee employees.

In 2021, Kingdee software passed the certification of ISO 45001 Occupational Health and Safety Management System.

金蝶深信員工是企業發展的寶貴財富。我們通過不斷完善的人才策略，持續打造公平合規的招聘管理、創造清晰明確的職業發展路徑並堅持薪酬與福利並重的人才激勵體系，實現員工與企業共同成長，為金蝶員工提供卓越、健康的發展平台。

2021 年，金蝶軟件獲得 ISO 45001 職業健康安全管理體系認證。

5.1 Talent Management

Kingdee strictly abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and other laws and regulations, and has formulated a series of internal talent policies that combine the relevant national talent plans, the characteristics of the IT industry's talent and Kingdee's own development, forming Kingdee's overall talent strategy and management system. We are committed to building a "young, professional, graded, and hierarchal" talent team.

In 2021, in order to further strengthen digital management, we established HR Application System Department, which is responsible for formulating HR blueprints and the construction planning. The establishment of the new department has further improved the efficiency of human resources management.

5.1 人才管理

金蝶嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等法律法規，結合國家相關人才計劃、信息科技行業人才的特點及金蝶自身的發展情況，在公司內部制定了一系列人才方針，構成了金蝶整體的人才戰略和管理體系，務求打造一隻「年輕化、專業化、職級化、梯隊化」的金蝶人才隊伍。

為進一步加強數字化管理，2021年，我們成立了HR應用系統部，負責制訂人力資源藍圖及規劃建設工作。新部門的成立進一步提高了人力資源管理效率。

5.1.1 Equal Employment

Kingdee upholds the principle of treating all employees equally and has formulated internal policies such as the *Talent Recruitment Management System*, the *Kingdee Post and Tenure Standards Model*, and the *Kingdee Group Internship Management Requirements*, which cover the entire group, providing detailed instructions for the recruitment and hiring of all employees (including internship employees) and clarifying the qualifications for each position. At the same time, Kingdee has clear employment standards and tenure standard models for different positions. Our professional and strict interviewer team adopts the unified *Kingdee Post and Tenure Standards Model* and BEI interview method to ensure the professionalism and fairness of interviewers. For the interviewer team, we empower them through the regular "talent recognition skills" systematic course and practical workshops.

Employee Diversity

Kingdee strictly abides by the anti-discrimination principle, strictly controls the recruitment process, ensures the principle of fairness and impartiality, and provides applicants and employees with fair competition opportunities. We are committed to building a diverse and inclusive workforce, with no differences in hiring, promotion, or treatment based on ethnicity, race, marriage, gender, region or religious beliefs.

Kingdee has been practicing the Kingdee philosophy in the recruitment process, adhering to high standards in introducing aspiring young people and expert elites with independent value contribution and professional influence, including the leading talents in the development of the industry, international compound experts, and young graduates at home and abroad, in an effort to build a young, professional, rank-based and hierarchal team to provide a strong talent support for the cloud transformation business of the Company. In addition, Kingdee has fully

5.1.1 平等僱傭

金蝶堅持一視同仁的原則，制定了適用於全集團的《人才招聘管理制度》《金蝶職位任職標準模型》《金蝶集團實習生管理要求》等內部政策，為包括實習員工在內的所有員工提供招聘與錄用的詳細說明，明確各個崗位的任職資格。同時，金蝶對不同崗位有明確的用人標準及任職標準模型，專業嚴格的面試官團隊運用統一的《金蝶職位任職標準模型》及BEI行為面試方法，確保面試官的專業性和公平性。面向面試官隊伍，我們定期以「識人技巧」系統課程及實戰工作坊賦能面試官。

員工多元化

金蝶嚴格遵守反歧視原則，嚴格把控招聘流程，確保公平公正原則，為應聘者和員工提供公平競爭機會，不因民族、種族、婚姻、性別、地區、宗教信仰不同而影響錄用、晉升與待遇，致力於打造多元共融的人才架構。

金蝶在人才招聘時一直踐行金蝶哲學，堅持高標準引進具有獨立價值貢獻和專業影響力的有志青年和專家型精英，包括引領行業發展的領軍人才、國際化複合型專家人才，以及海內外年輕的應屆畢業生，打造年輕化、專業化、職級化、梯隊化的專業團隊，為公司雲轉型業務提供強有力的人才支撐。同

upgraded its campus recruitment strategy, covering all colleges and universities at home and abroad through Internet communication and ensuring precise online reach in the information session, written examination and interview, evaluation and selection, signing and other links, in order to achieve the recruitment objectives efficiently. According to statistics, during the reporting period, 10 sessions of live streaming were conducted, with accumulatively 80,000 views.

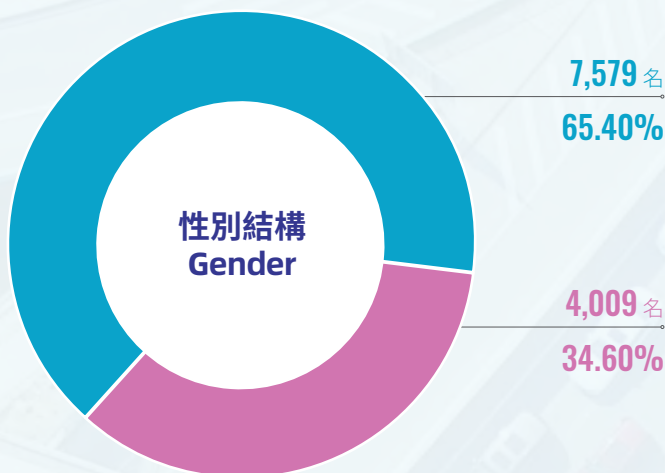
時，金蝶全面升級校園招聘策略。利用互聯網傳播，覆蓋海內外所有高校，宣講會、筆面試、測評甄選、簽約等環節全程啟動在線精準觸達，高效完成招聘目標。據統計，報告期內共開展在線直播10場，累計觀看數量高達8萬人次。

In 2021, Kingdee had
2021 年，金蝶已僱傭員工

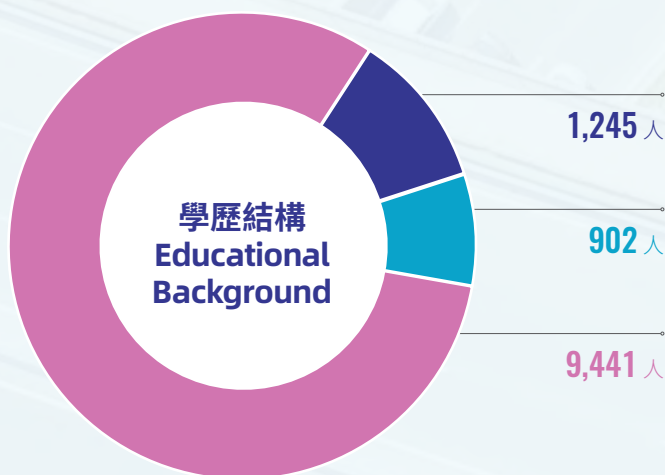
11,588 employees
11,588 名

We actively developed female leaders,
accounting for
我們積極發展女性領導者，佔比
29.25 %

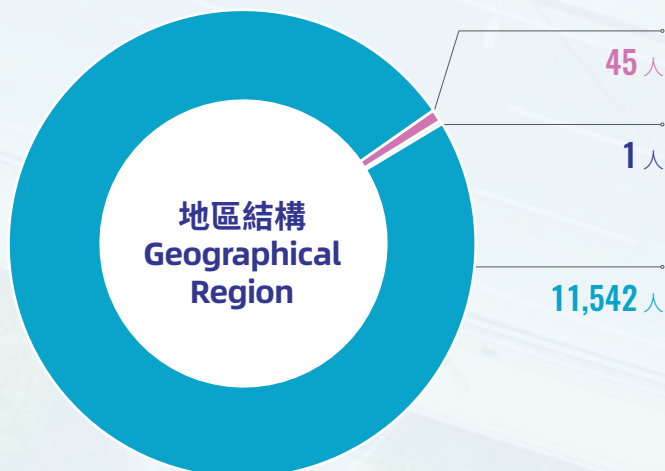
- male employees
男性員工
- female employees
女性員工



- employees were masters or above
研究生及以上
- were bachelors
本科
- had junior college degree or below
專科及以下



- Mainland China
中國大陸
- Hong Kong, Macao and Taiwan
港澳台
- overseas
海外



5.1.2 Compliance Employment

Kingdee strictly abides by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Minors*, and other laws and regulations, firmly eliminating the employment of child labor and forced labor, protecting the rights and interests of employees, and ensuring compliance with the use of labor. We set up Kingdee's high-level authorization system, which effectively realized the operation monitoring and closed-loop management of internal and external procedures of the Group and subsidiaries. The system is fully applied in the modules of human resource rules, recruitment and employment, learning and development, performance management, personnel promotion, remuneration and incentive, basic personnel and so on.

Labor dispatch is a common employment model in China's information technology industry. Kingdee, as a member of the industry, is highly concerned about the rights and interests of employees under this model. Kingdee has formulated comprehensive principles for access and withdrawal of labor dispatch and headhunting suppliers and improved the supplier list of labor dispatch units in accordance with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Interim Provisions on Labor Dispatch* and other laws and regulations, as well as Kingdee's internal "Group Procurement Management System". At the same time, we have formulated the *Kingdee Management Regulations on Labor Dispatch Employees*, which stipulates the obligations of labor dispatch employees when they work at Kingdee and clarifies that they enjoy the same training resources, treatment and benefits as the employees directly recruited by Kingdee. In 2021, we optimized *Kingdee Management Regulations on Labor Dispatch Employees* from personnel planning, supplier procurement, personnel management, work management and supplier management to ensure that labor dispatch employees enjoy the same welfare standards and training resources as the employees directly recruited by Kingdee under the management idea of equal pay for equal work. The rights and interests of labor dispatch employees are protected through a series of internal measures.

5.1.2 合規用工

金蝶嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》及《中華人民共和國未成年人保護法》等法律法規，堅決杜絕僱傭童工與強制勞工現象發生，保障員工權益，確保合規用工。我們設置了金蝶高階授權體系，有效實現了集團與子公司在內外部程序的運行監控和閉環管理。該體系在人力資源規則、招聘與錄用、學習與發展、績效管理、人員晉升、薪酬與激勵、基礎人事等模塊全面應用。

勞務派遣是中國信息科技行業常見的一種僱傭模式，金蝶作為行業中的一份子也高度關注在此模式下的員工權益。金蝶根據《中華人民共和國勞動法》《中華人民共和國勞動合同法》《勞務派遣暫行規定》等法律法規，及金蝶內部《集團採購管理制度》制定全面的勞務派遣及獵頭供應商准入、退出原則，完善勞務派遣單位供應商名單。同時，我們制定了《金蝶勞務派遣人員管理規定》，規定了勞務派遣員工在金蝶工作時的義務，明確了和金蝶直接招聘的員工享受相同的培訓資源、待遇與福利。2021年，我們對《金蝶勞務派遣人員管理規定》從人員規劃、供應商採購、人事管理、工作管理、供應商管理五大專題進行優化，以同工同酬的管理思想，確保勞務派遣員工和金蝶直接招聘的員工享受統一的福利待遇標準和培訓資源，通過一系列的內部措施保障勞務派遣員工的權益。

5.2 Talent Motivation and Retention 5.2 人才激勵與留存

Kingdee regards talents as the source of strength for enterprise development and is committed to retaining talents with a sound management system and reasonable incentive mechanisms to achieve common growth of employees and the enterprise, and to continuously grow and stabilize the high-quality talent team of the enterprise.

金蝶視人才為企業發展的力量之源，致力於用完善的管理體系和合理的激勵機制留住人才，讓員工與企業一同成長，不斷穩固並壯大優質人才隊伍。

5.2.1 Compensation and Performance Management 5.2.1 薪酬與績效管理

Kingdee's compensation system corresponds to the position and rank system. We entrust a third-party compensation survey company to conduct a market compensation survey every year, and adjust the compensation according to the market situation, to en-

金蝶的薪酬體系與職位職級體系相對應，每年委託第三方薪酬調查公司進行市場薪酬調查，並根據市場情況進行薪酬調整，確保提

sure that the salary we provide is competitive in the industry and to stimulate employees' enthusiasm for work. In 2021, Kingdee further updated and improved the *Performance Management Measures*, adjusted the organizational performance assessment indicators, and emphasized the matching of contributions with positions and ranks at the same time, in order to encourage the excellent talents with reasonable compensations.

In 2021, we added semi-annual performance scanning for all employees, conducted performance display of senior and above employees, inspected the matching of independent contribution with position and rank matching, achieving a coverage of 100%. In addition, we sorted out 22 interlocking scenarios upstream and downstream of the performance management process, and improved the management synergy and effectiveness. We helped employees create value and achieve high capacity, high contribution, and high return by a series of management measures.

In 2021, the performance management department standardized the assessment methods of dispatched employees. For the dispatched employees, the employment department conducts performance management of dispatched employees by referring to the performance objectives, process management, performance evaluation methods and performance grade distribution ratio for regular employees, and takes the results of performance assessment as an important basis for training, salary adjustment, turn into internal employees and return of dispatched employees.

供的薪酬在行業內富有競爭力，激發員工工作熱情。金蝶在2021年進一步更新完善《績效管理辦法》，調整組織績效考核指標，同時強調貢獻與職位職級匹配，確保以合理薪酬激勵優秀人才。

2021年新增半年度全員績效掃描，資深級及以上員工績效成果展示，檢查獨立貢獻與職位職級匹配情況，覆蓋率達到100%。另外通過梳理績效管理流程上下游22個互鎖場景，提升管理的協同性和有效性。通過一系列管理舉措，幫助員工創造價值，實現高能力、高貢獻、高回報。

2021年，績效管理部門，規範了勞務派遣員工的考核方式。對於勞務派遣員工，用工部門參照正式員工的績效目標、過程管理、績效評估方式和績效等級分佈比例對勞務派遣員工進行績效管理，並將績效考核的結果作為勞務派遣員工培養、調薪、轉內、退回等重要依據。

5.2.2 Employee Care

Kingdee actively undertakes employer responsibilities, cares for employees from multiple perspectives such as work and life, fully protects employees' rights and benefits, pays close attention to employees' occupational health and safety, and actively creates a workplace that satisfies employees.

5.2.2 員工關懷

金蝶積極承擔僱主責任，從工作、生活等多維度全方位地關愛員工，充分保障員工權益與福利，切實關注員工職業健康與安全，努力創造讓員工滿意的工作環境。

5.2.2.1 Protection and Benefits

Protecting the rights and interests of employees

In addition to the five social insurance and one housing fund required by law, Kingdee has purchased various types of insurance for each employee, such as accidental injury insurance and accidental medical treatment, and offers preferential price benefits for employees with family commercial insurance needs. We continuously follow and monitor various employee welfare-related matters, including holiday benefits, employee medical checkups, housing provident fund, medical insurance for non-Shenzhen residents, etc. We continuously conduct intention surveys to understand the most fundamental demands of employees promptly.

Solving the difficulties of employees

Kingdee has established the Employee Love Mutual Aid Foundation. The Foundation is managed and operated by the Foundation Council and is a public welfare organization that raises funds through fundraising to assist in working employees of

5.2.2.1 保障與福利

保障員工的權益

除了法律規定的五險一金外，金蝶還為每位員工購買了意外傷害保險、意外醫療等多種類型的保險，並為有家庭商業保險需求的員工提供優惠的價格福利。我們長期關注和監督各種與員工福利相關的事情，包括節日福利、員工體檢、住房公積金、非深戶醫療保險等，持續進行意向調查並及時了解員工最根本的訴求。

解決員工的困難

金蝶成立了員工愛心互助基金會。該基金會由基金理事會管理並營運，通過募捐形式籌集資金，為遭遇重大疾病、重大傷害的在職

Kingdee who have suffered from major illnesses and injuries. Since its establishment, the Foundation has received great support from Kingdee employees who made their contributions to public welfare through individual donations, charity sales, and other forms.

Facilitating the lives of employees

We are committed to providing high-quality services to facilitate the lives of our employees. In order to solve the problem of difficult commuting for employees, we offer commuter shuttles for employees, and in consideration of the situation of the pandemic, we adjusted the number of shuttles and re-planned the stopping points of shuttles to better meet the needs of employees. We set up staff canteens, regularly innovate recipes, invite staff to taste-tests to solicit their suggestions, and then make improvements according to their feedback to provide them with healthy and nutritious meals.

In 2021, Shenzhen Kingdee Software Park rolled out and completed the expansion project of maternal and child rooms. At present, there are 3 maternal and child rooms in total. To further meet the needs of the staff, the privacy of the new rooms has been greatly improved, with complete equipment and warm decoration, and the rules for the use of the rooms have been formulated. Since the new maternal and child rooms were put into operation, we have received positive comments and feedback on the rooms.



Figure: Configuration of maternal and child rooms
圖：母嬰室配置

員工提供援助的公益組織。自成立以來，金蝶愛心基金會得到員工的大力支持，員工通過個人捐款、愛心義賣等形式為公益貢獻個人的力量。

便利員工的生活

我們致力於提供優質服務以使員工的生活更為便利。為解決員工通勤難的問題，我們為員工提供通勤班車，並且根據疫情情況，調整班車車次並重新規劃班車停靠點，更契合員工的需求。我們設立員工食堂，定期更新菜譜，邀請員工試吃品鑑提出建議，根據反饋進行整改，為員工提供健康營養的膳食。

2021年，金蝶深圳園區啟動並完成母嬰室擴增項目，目前總數量為3個。為了進一步滿足員工需求，新母嬰室私密性大幅提升，母嬰設備齊全，裝飾溫馨，並制定了母嬰室使用規則。自新母嬰室投入使用以來，收到了員工的肯定評價和正面反饋。



Enriching the lives of employees

Kingdee pays attention to the balance between work and life of employees, cares about employees' lives, and organizes employee activities on the four traditional festivals, including Dragon Boat Festival, Mid-Autumn Festival, Winter Solstice, and Lantern Festival every year. Combined with the corporate culture, the Company holds exciting activities with festive characteristics to let employees relax and feel the strong festive atmosphere and enhance their sense of belonging and happiness. In 2021, Kingdee organized the second "Kingdee Cloud Party" and led the organization of the fellowship activity of 100 singles in Shenzhen enterprises, which attracted many single young people from 123 enterprises and public entities, including Kingdee customers such as Vanke, OCT, Huawei, and Shekou People's

豐富員工的生活

金蝶注重員工在工作和生活間的平衡，真切關心員工生活，在每年端午、中秋、冬至、元宵節四個傳統節日，結合金蝶的企業文化舉辦員工活動，舉辦具有節日特色的精彩活動讓員工放鬆身心，感受濃厚的節日氛圍，增強員工歸屬感與幸福感。2021年度金蝶組織了第二屆「金蝶雲派對」活動，牽頭組織了深圳企業百人單身聯誼活動，吸引來自123家企事業單位的單身青年報名，包括萬科、華僑城、華為、蛇口人民醫院等金蝶客

Hospital. The event, in the form of a game carnival, attracted nearly 300 people to sign up, and 100 people participated in the live interaction, with eight pairs of single youth matched, creating opportunities for employees to harvest happiness.

戶。活動以遊戲嘉年華形式進行，吸引了近300人報名，100人現場參與了互動，共牽手8對單身青年，為員工創造收穫幸福的機會。



Figure:Lantern Festival activities
圖：元宵節活動



Figure:Dragon Boat Festival activities
圖：端午節活動



Figure:Mid-Autumn Festival activities
圖：中秋節活動



Figure:Winter Solstice Festival activities
圖：冬至活動

5.2.2.2 Safety and Health

Kingdee pays attention to employees' occupational health and safety, focuses on employees' physical and mental health and office safety, and is committed to creating a safe working environment for employees. In 2021, we conducted a total of two fire drills to simulate high-rise building fires, guide employees to master the correct use of firefighting equipment, familiarize them with fire escape routes, and enhance their self-rescue capabilities. We also invited a fire squadron to conduct a joint fire drill, carried out an assessment of "frontline police plus relevant personnel responsible for fire safety", and held a quiz activity on fire safety knowledge with prizes offered. In addition, we also organized learning and education on AED cardio-pulmonary resuscitation and the use of fire equipment for employees to further raise their awareness of fire safety.

5.2.2.2 安全與健康

金蝶關注員工的職業健康與安全，注重員工身心健康和辦公場所安全，致力於為員工創造安全的工作環境。2021年，我們開展了兩場消防演練，模擬高層建築失火，引導員工掌握正確使用消防器材的方法，熟悉逃生線路，提高自救能力。我們還邀請消防中隊進行聯合消防演練，開展一警六員考核，舉辦消防安全知識有獎問答活動，此外，還為員工提供AED心肺復蘇及消防器材使用的學習講解，進一步提升員工的消防安全意識。



Figure: Fire Drill
圖：消防演練

The Company has set up a health service center to constantly protect the physical and mental health of employees. The center arranges a physical examination for all employees every year, and provides famous doctor consultation and TCM physiotherapy services regularly. The famous doctor consultation activities are not limited to the physical health problems of employees. In 2021, we arranged a one-month counseling for mental health issues. In 2021, the health service center held 18 sessions of famous doctor consultation (benefiting 288 people) and 38 sessions of TCM physiotherapy service (benefiting more than 700 people). For the health services, the satisfaction survey on employees showed that the satisfaction with famous doctor consultation activities was 98.8%, and the satisfaction with TCM physiotherapy services was 100%.

公司設立了健康服務中心，持續為員工的身心健康保駕護航，每年為全體員工安排進行一次健康體檢，並定期提供名醫問診和中醫理療服務。其中，名醫問診活動不局限於員工身體健康問題，在2021年，開展了為期一個月針對心理健康問題的諮詢。2021年，健康服務中心共舉辦18場名醫問診活動（惠及288人次）和38場中醫理療服務（惠及超700人次）。針對健康服務，員工滿意度調查顯示名醫問診活動滿意度為98.8%、中醫理療服務滿意度100%。



Figure: Epidemic prevention and control management
圖：疫情防控管理

From April to November 2021, Kingdee continued to carry out the Health K plan activity, aiming to let more Kingdee people develop exercise habits, work happily, and live healthily. The employees participate on the team basis, and there were various forms of exercise, including hiking, badminton, basketball, swimming, yoga, fun sports meeting, etc. 12,381 people participated in the exercise across the country and the total mileage reached 82,676 kilometers.



Figure: Frontline police plus relevant personnel responsible for fire safety
圖：一警六員考核

2021年4月至11月，金蝶繼續開展健康K計劃活動，以期讓更多金蝶人培養運動習慣，快樂工作，健康生活。員工們以團隊為單位參與，運動形式，豐富多樣，包括徒步、羽毛球、籃球、游泳、瑜伽、趣味運動會等，全國共計12,381人次參與，總運動里程最終成功達到82,676公里。

During the pandemic, Kingdee continued to take various measures to provide safety and protection for its employees against the COVID-19. In Shenzhen Kingdee Software Park, we disinfected the site every day, strictly controlled the identity of people entering and leaving the park, used infrared temperature measurement technology to measure body temperature, checked the travel code, set up pandemic prevention support sites, and provided information for the convenience of pandemic prevention, in order to ensure comprehensive pandemic prevention and control.

In 2021, there were two work-related injuries in the Company, 55 working days were lost due to work-related injuries, and the number of work-related deaths was zero.

疫情期間，金蝶繼續採取多種措施為員工提供新冠疫情期間的安全保障。金蝶園區每日消毒，嚴格把控出入人員身份識別，利用紅外測溫技術進行體溫檢測並查驗行程碼，設立防疫保障點，提供防疫便民信息，全方位做好疫情防控保障。

2021年，本公司發生工傷2次，因工傷損失55個工作日，因工作原因死亡人數為零。

5.2.3 Employee Communication

Kingdee opens top-down communication channels, listens to employees' suggestions on various aspects of the Company, gives timely feedback, and follows up on corresponding measures to improve employee satisfaction in all aspects.

5.2.3 員工溝通

金蝶有著暢通的自上而下的溝通渠道，傾聽員工對公司各個方面的建議，及時提供反饋並跟進相應措施，力求全方面提升員工滿意度。



In order to ensure well communication of the Company's performance and incentive system, the performance management department organized and held a performance management promotion meeting and an incentive system promotion meeting for all employees in 2021, improving the performance awareness of all employees. Employees can give feedback on their own performance through the internal communication platform, and superiors will provide timely reply.

為確保公司績效和激勵制度傳達到位，2021年績效管理部門組織召開面向全員的績效管理倡導會和激勵制度倡導會，以此促進了全員績效意識提升。員工對自身的績效有任何的意見，都可以通過內部溝通平台進行反饋，上級將及時提供回覆。

Kingdee has a good training communication mechanism. At the end of each training, we collect questionnaires on the satisfaction of the trainees with the course, and the trained employees evaluate and score the satisfaction to the course, the lecturer and the organization. The feedback of employee training satisfaction is regarded as an important assessment index for the subsequent improvement and optimization of training. In 2021, the overall satisfaction with our training reached 4.80, maintaining a high level of satisfaction and improving compared with the previous year.

金蝶設置有良好的培訓溝通機制。在每次培訓結束後，我們收集參與培訓員工對於課程的滿意度調查問卷，員工從課程滿意度、講師滿意度、組織滿意度三方面進行評價打分。員工培訓滿意度等反饋被作為後續改進提升培訓工作的重要考核指標。2021年，我們的培訓總體滿意度達到4.80，持續保持較高的滿意度水平並相較於上年有所提升。

In 2021, Kingdee held 7 face-to-face communication forums between the chairman and employees, with 186 managers and employee representatives participating. 33 forums between senior management and front-line employees were held to close the distance between senior management and front-line employees. Kingdee conducts a morale GPS survey annually, and the survey results will be an important reference for improving human resource management. In 2021, the GPS survey score was 87.44.

2021年度，金蝶共開展董事長與員工面對面交流座談會7場，186位經理人與員工代表共同參與，高管走進一線座談會33場，拉近高層管理與一線員工距離。金蝶每年對員工士氣GPS進行調查，調查結果會成為人力資源管理改進的重要參考。2021年，GPS調查分值为87.44。

5.2.4 Talent Retention

We provide a healthy, nutritious, and hygienic internal canteen for employees and provide internal shuttle bus service to facilitate employees' work and life. We purchase commercial insurance for our employees, and actively negotiate with insurance companies to obtain preferential price benefits for employees who need to purchase insurance for their families.

The Company has adopted the current Share Award Scheme to encourage and reward the contribution of eligible persons to Kingdee. Eligible persons include employees, directors, partners, consultants, suppliers, and customers of the Group. The Share Award Scheme shall be valid and effective for a period of 10 years commencing from the adoption date. The Board may, from time to time, in its absolute discretion, select the Selected Participants after taking into various factors as they deem appropriate and determine the number of Award Shares to be awarded to each of the Selected Participants. The Awarded Shares will be comprised of Shares subscribed for or purchased by the Trustee out of cash arranged by the Company out of the Company's funds to the Trustee and be held on trust for the Selected Participants until such Shares are vested with the Selected Participants in accordance with the provisions of the Share Award Scheme.

5.2.4 人才留存

我們提供健康、營養、衛生的內部食堂，提供班車服務，為員工的工作生活提供便利條件。我們為員工購買商業保險，並針對員工為家屬購買保險的需求，積極與保險公司協商，為員工爭取優惠的價格福利。

公司現行有效的股權激勵計劃，目的為激勵、獎勵為金蝶做出貢獻的合格參與者。合格參與者包括本集團的員工、董事、合作夥伴、顧問、供應商及客戶。股份獎勵計劃自採納之日起有效期為十年。董事會在考慮他們認為合適的多項因素之後，可不時全權酌情挑選獲選參與者，並確定授予各獲選參與者的獎勵股份數目。獎勵股份將包括受託人使用以本公司自由資金為受託人準備的現金認購或購買的股份，受託人將以信託形式代或選參與者持有獎勵股份，直到該等股份根據股份獎勵計劃的條文歸屬於獲選參與者為止。

In 2021, the Company's total employee turnover was
2021 年，公司僱員流失總數為
2,924

with an employee turnover rate of
僱員流失率為
20.15%

(6.54% female employees vs. 13.61% male employees),
其中女性僱員佔比 6.54%，
男性僱員佔比 13.61%

new hires during the reporting period
報告期內新入職員工
3,851 人



5.3 Talent Development

We uphold the Kingdee philosophy of "A focus on the customer and persistent professionalism, a foundation built by hard-workers and long-lasting clear mind and pure heart" and are committed to creating a better career development platform for our employees. After employees join us, we provide them with mentors to help them adapt to their positions, drive employees to create results and contributions through the Post and Tenure Standards Model and annual PBC, and we provide various training courses on professional skills, leadership, etc. during the process and encourage them to obtain the corresponding certificates to improve their professional skills comprehensively and enhance their competitiveness.

5.3 人才發展

我們秉持「以客戶為中心，長期堅持專業主義；以奮鬥者為本，長期堅持明心淨心」的金蝶哲學理念，致力於為員工創造更好的職業發展平台。在員工入職之後，我們為員工提供導師輔導適應崗位，通過職位任職標準模型及年度 PBC 牽引員工創造成果與貢獻，過程中提供專業技能、領導力等多類型的培訓課程，並鼓勵員工考取相應證書，全面提升專業技能，增強個人競爭力。

5.3.1 Career Development

For continuous optimization of the talent structure, Kingdee cultivated employees' professional competence both longitudinally and horizontally. It held one-on-one interviews and seminars on cloud transformation strategy and business value chain and upgraded and refined the position and job level system to fully integrate employee development into company strategy and business process, guarantee the development of talent needed for the cloud transformation strategy and promote the gradual and quick development of junior and intermediate talent for positive development and reinforcement and intensification of senior and higher-level talent for quality improvement.

Meanwhile, the Company continues to implement the dual-channel career development system of "management" and "professionalism" in parallel for employees, aiming to provide basic guarantee and access to effectively stimulating the potential of employees, and to provide a development platform without a career ceiling for employees to realize the common growth of employees and the enterprise. Employees who are willing to manage can become managers by helping others to grow. Besides, Kingdee implements the high-potential talent identification and development program, evaluates self-recommended and externally recommended talents from perspectives of value, development momentum, potential qualities, past performance and core experience, recruits high-potential ones and identifies reserve management personnel for key positions based on Kingdee's high-potential talent standards. Meanwhile, it required management/critical personnel to take work shifts so that they can have a T-shape development and multiple capabilities along with one specialty. Senior managers are required to take shifts across functions, and grassroots managers/critical personnel are required to hold a position at customers' companies to accumulate experience. Kingdee also allows employees to grow into experts in different fields by accumulating corresponding professional achievements and contributions, so as to give full play to their personal advantages. In 2021, a total of 2,139 employees got promoted through this system.

Kingdee implements the "Mentorship System", assigning a mentor to each new employee. According to the *Kingdee Job Description and New Employee Orientation Mentorship Tool Sheet*, the mentor will provide hands-on teaching and develop key tasks to help employees adapt to the work environment better and faster. This also provides mentors and superiors with opportunities and conditions for an in-depth understanding of the core competencies of team members. In 2021, we updated the

5.3.1 職業發展

為持續優化人才結構，幫助員工發展縱深+橫向的專業能力，公司根據雲轉型戰略和業務價值鏈進行了一對一訪談及座談會，升級完善了職位職級體系，使得員工發展與公司戰略、業務流程形成全面融合，為雲轉型戰略所需的人才提供了發展保障，促進了初中級人才小步快跑，積極發展，高級及以上人才精兵強將，提升品質。

公司同時繼續推行「管理」與「專業」雙通道並行的員工職業發展體系，為有效激發員工潛力提供基礎保障和通道，為員工創造了一個沒有職業天花板的發展平台，實現員工與企業的共同成長。有管理意願的員工可通過幫助他人成長成管理者。公司開展高潛人才識別與發展計劃，按照金蝶高潛人才標準，通過自薦和推薦，從價值觀、發展動力、潛力特質、歷史績效、核心經歷等方面評價選拔高潛人才，識別出關鍵崗位後備幹部。同時開展幹部/骨幹輪崗鍛煉，實現人才的 T 型成長一專多能，高級經理人進行了跨職能輪崗，基層經理/骨幹深入客戶一線掛職鍛煉。員工也可以通過累積相應的專業成果與貢獻逐步成長為各領域專家，有效發揮員工個人優勢。2021 年，有 2,139 位員工通過該體系成功實現晉級發展。

金蝶實施「導師制」，為每一個新員工制定導師，並根據《金蝶職位職責說明書》和《新員工入職導師輔導工具表》，導師手把手教導，制定關鍵任務，以幫助員工更快適應工作環境，也為導師和上級深入了解團隊成員核心競爭力創造機會和條件。2021

Mentorship System, with a plan to increase the mentor incentive from RMB 400 to RMB 600, in hopes of encouraging mentors to guide new employees more conscientiously. At the same time, the development history and internal rules and regulations of Kingdee will also be an important module of the training for all new employees to help them integrate into the Company as a large group as soon as possible.

Kingdee has set up a training camp for management cadres to train cadres for important positions and key positions and to increase its talent reserve for key positions. In 2021, we set up a training camp for marketing and R&D talents, and a total of 66 people participated.

5.3.2 Mentorship

Kingdee implements the "Mentorship System", assigning a mentor to each new employee. According to the *Kingdee Post and Tenure Standards Model*, the mentor will apply *New Employee Orientation Mentorship Tool Sheet*, provide hands-on teaching and develop key tasks to help employees adapt to the work environment better and faster, during which the mentor is also able to gain insight into the core strengths of new team members. In 2021, we upgraded the Mentorship System to increase incentives for mentors, so that mentors can be more conscientious in mentoring new employees.

5.3.3 Training System

A sound training system is a solid backbone for Kingdee to build its high-quality talent team. The Company has developed a series of systems to ensure that various training activities are carried out effectively and in a disciplined manner and improve employees' professionalism and core competitiveness through training.

Kingdee has formulated systems such as the *Training Management Methods for New Employees of Kingdee*, *New Employee Orientation Mentorship*, *Management of Professional Class Development of Kingdee*, *Management of Kingdee Instructors*, *Training Management Measures of Kingdee Software Employees*, and *Management of Professional Skills Training for Employees*, and built a multilevel training system of self-driven learning, dividing the types of training into leadership training, qualification training, new employee training, and special training to ensure that the training resources effectively cover every employee. At the same time, according to the positions and business lines of employees, we provide employees with the necessary training for their current career stage. Besides, we conduct training program research to understand the skills that employees need most for their career development, and based on the assessment, we make course adjustments and optimization in Kingdee's training system so as to provide employees with training contents that are more conducive to career development. In 2021, we introduced and internalized the methodology of "Agile Curriculum Development", organized internal experts to extract professional knowledge and experience, and developed professional courses in product and technology. In 2021, we updated the lecturer system, established scientific classification, along with standard management covering the "whole life cycle of lecturers", and raised the subsidy standard to effectively motivate lecturers.

年，我們開展導師制度的更新工作，擬將導師激勵由原來的400元提升至600元，以期導師更加盡心對新員工進行指導。同時，金蝶的發展歷史和內部規章制度，也是培訓的一個重要模塊，面向新員工開設相關課程，可以幫助新員工儘快融入到公司的大集體中。

金蝶設置有管理幹部訓練營，針對重點崗位、關鍵崗位進行幹部梯隊培養，儲備關鍵崗位後備人才。2021年，我們為營銷類和研發類崗位人才開設訓練營，共計66人參加。

5.3.2 導師輔導

金蝶實施「導師制」，為每一個新員工指定導師，並根據《金蝶職位任職標準模型》，導師運用《新員工入職導師輔導工具表》，手把手教導，制定關鍵任務，以幫助員工更好更快適應工作環境，同時也讓導師深入了解團隊新成員的核心優勢。2021年，我們升級了導師制，加大導師激勵，推動導師更加盡心輔導新員工。

5.3.3 培訓體系

健全的培訓體系是金蝶打造自身優質人才隊伍不可缺少的後部支撐。公司制定了一系列制度，保障各類培訓活動能夠有規可循的高效開展，切實地借助培訓提升員工的專業性與核心競爭力。

金蝶制定《金蝶新員工培訓管理辦法》《新員工入職導師制》《金蝶專業類課程開發管理辦法》《金蝶講師管理辦法》《金蝶軟件員工培訓管理辦法》《員工專業技能培訓管理辦法》等制度，搭建了多層次、學習自驅動的培訓體系，將培訓類型劃分為領導力培訓、任職資格培訓、新員工培訓與特色專項培訓，確保培訓資源切實覆蓋到每一位員工。同時依據員工的職位與業務線，為員工提供當前職業階段所必要的培訓。我們還開展培訓方案調研，了解員工對於個人職業發展最需要的技能，並基於評估在金蝶的培訓體系中做課程調整與優化，從而為員工提供更利於職業發展的培訓內容。2021年，我們引入並內化「敏捷課程開發」方法論，組織內部專家萃取專業知識和經驗，開發產品和技術專業類課程。2021年，我們更新講師制度，建立科學分級，覆蓋「講師全生命週期」的規範管理，提高補助標準，有效激勵講師。

Establish a learning self-driven training system 建立學習自驅動的培訓體系

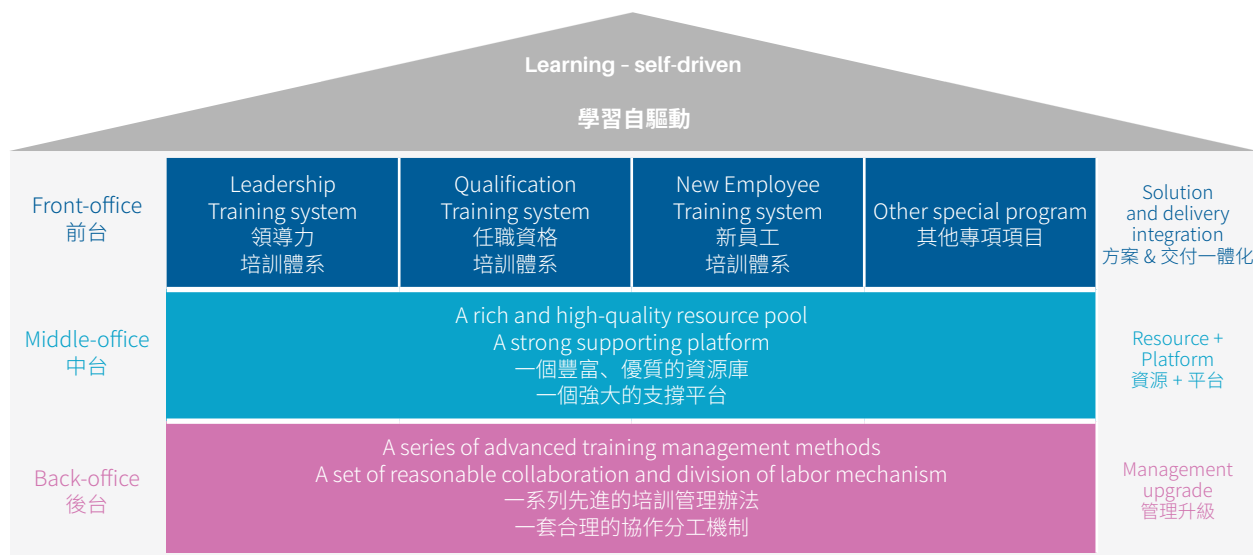


Figure: Training system
圖：培訓體系

We operate the management empowerment classroom in the air. We help cultivate a large number of talents through the grass-roots leadership program. The coordinator leads the enrolled students to study according to the *Operation Guide*, which is updated weekly. In 2021, a total of 1,179 people participated in the study of grass-roots leadership program, including 402 managers and 777 non-managers, with a satisfaction degree of 4.70.



To accelerate the development of reserve cadres to high-level leadership positions, we launched the "Aspiring Class" in 2021 to identify high potential talents and train future high-level leaders, which laid a solid foundation for Kingdee's future senior management talent reserve. The corresponding management cadre training camp has been established for cadres at all levels to help improve the relevant management skills and leadership.

我們營運管理賦能空中課堂，通過領導力下沉項目的培養，促進人才輩出。班主任依據《營運指南》帶領報名的學員進行學習，《營運指南》每週更新。2021年，參與領導力下沉學習人數共計1,179人，其中管理者402人，非管理者777人，滿意度4.70。

為了加速後備幹部向高階領導崗位發展，2021年，我們啟動了「立志班」，以識別高潛人才和培養未來高階領導人。為金蝶未來的高層管理者人才儲備打下堅實基礎。針對各層級幹部設置相應的管理幹部訓練營，幫助提升相應的管理技能與領導力。



To better motivate employees to improve themselves, Kingdee encourages employees to actively participate in training, issues completion certificates to employees who successfully complete the courses, and commends excellent teams and individuals. We encourage employees to pursue professional certification, and give monthly incentive to those holding the CMA (Certified Management Accountant) certificate.

為了更好地激勵員工不斷提升自我，金蝶鼓勵員工積極參與培訓，為順利結業的員工頒發結業證書，並對優秀團隊和個人進行表彰；鼓勵員工進行專業認證，每月給予CMA美國註冊會計師認證的持證者一定的獎勵。



We provide various forms of new employee training for each new employee to help them quickly integrate into the Kingdee family. According to the *New Employee Training Management Measures* and the *New Employee Orientation Mentorship*, a mentor is assigned for each new employee to give instructions. In addition, for new employees hired through campus recruitment, we specially run a 7-day training camp to help them adapt to the working environment better and faster.

我們為每一位新入職的員工提供各種形式的新員工培訓，以幫助其快速融入金蝶大家庭。根據《新員工培訓管理辦法》《新員工入職導師制》，每一位新員工都配備一名導師提供輔導。此外，針對校招入職的新員工，特別開設為期7天的訓練營，幫助其更好更快適應工作環境。



In order to meet the diverse training needs of employees, we have set up special training such as "Geek Talk" "Micro Management Forum" and "Kingdee Lecture Hall". 79 sessions of special training were operated in 2021.

為滿足員工多樣化的培訓需求，我們設置有特色專項培訓如「極客論道」「微管理論壇」「金蝶大講堂」等，2021年營運特色專項項目共計79期。

For the dispatched employees, the business department arranges a special colleague for each of them for coaching, in order to ensure that they are competent and able to complete their work, with the coverage rate of on-duty counseling reaching 100%.

In 2021, we optimized and applied Kingdee Cloud Classroom, improved its stable performance, deepened the application of business departments, developed and launched the first-phase function of the learning map. A total of 589 new courses were developed throughout the year, including 578 online courses, which included 18 compulsory courses for career development. The learning map visualized the employee development and growth. Through the professional sequence of the course, employees could see the content of the course at the next level for the current rank, so as to clarify their abilities to be improved and better prepare for their career development.

By virtue of multiple measures, all staff received 36,697 hours of training in 2021, and a total of 5,385 people were trained¹. The total training time for management line staff was 9,507 hours, and the total training time for professional line staff was 27,190 hours.

針對勞務派遣員工，業務部門為每位勞務派遣員工安排有專門的同事進行輔導，確保其能夠勝任和完成工作，上崗輔導覆蓋率達到100%。

2021年，我們對金蝶雲課堂進行優化與應用，穩定性能提升，業務部門應用深入，學習地圖一期功能開發上線。全年共開發新課程589門，其中在線課程578門，包含職業發展必修課18門。學習地圖讓員工的發展與成長實現可視化，員工在課程的專業序列可看到至當前職級下一級的課程內容，明確個人需要提升的能力，更好地為個人職業發展做準備。

在多舉措的推動下，2021年，全體員工接受培訓時長為36,697小時，總受訓人次為5,385人次¹。其中管理線人員培訓總時長為9,507時，專業線員工接受培訓總時長為27,190小時。

Leadership Training 領導力培訓		Qualification training 任職資格培訓	
Hours 小時	People 人次	Hours 小時	People 人次
293	340	104	203
New employee training 新員工培訓		Special training 特色專項培訓	
Hours 小時	People 人次	Hours 小時	People 人次
155	1,188	160	3,654

Table Training Duration and Number of Employees Covered in 2021
表 2021 年各類員工培訓時長及覆蓋人次

¹The training refers to the training organized by Kingdee Business School, excluding the training organized by other empowerment departments or the HRBP of each organization.

¹ 此處培訓指由金蝶商學院組織的培訓，其他賦能部門或各組織 HRBP 組織的培訓不在此範圍

5.4 Corporate culture

With the core values of "Acting in all Conscience, with Integrity and Righteousness", Kingdee is committed to the philosophy of "A focus on the customer and persistent professionalism, a foundation built by hard-workers and pure heart" and the mission of wholeheartedly serving enterprises, striving to be the most trusted enterprise service platform, and actively building "Culture of Conscience" "Culture of Innovation and Entrepreneurship" and "Culture of Sports".

5.4 企業文化

金蝶以「致良知、走正道、行王道」為企業核心價值觀，秉承「以客戶為中心、長期堅持專業主義，以奮鬥者為本、長期堅持明心淨心」的金蝶哲學和全心全意為企業服務的使命，致力於打造最值得託付的企業服務平台，積極建設「良知文化」「創新創業文化」及「運動文化」。

5.4.1 Innovation and Entrepreneurship Culture

Kingdee is a company with innovative genes and values innovation. It encourages its employees to "be customer-centric and adhere to long-term professionalism", to be bold and innovative, to realize personal value, and to grow together with the Company.

Each year, the Company conducts an internal competition for outstanding innovations to create a mechanism enabling outstanding talents to stand out and gives heavy awards for major innovations. In 2021, a prominent innovation award, four outstanding innovation awards and 30 micro innovation awards were given by the group. Kingdee encourages starting from customer application scenarios and encourages employees to achieve progressive "small, beautiful and fast" micro-innovation, which brings obvious improvement to customers efficiency and experience. In the year, 10 micro-innovation places were added for front-line institutions to encourage more innovations based on industry characteristics and user scenarios. The micro-innovation prize for responsible units was not subject to restriction on the number so as to create an innovation atmosphere for all staff. The applications for innovation prize drastically grew by more than 80% in 2021 as compared with those in 2020, and the applications for patents increased by 12% over the same period.

In addition, the product quality prize was added for responsible units in 2021, promoting the quality culture and strengthening the quality awareness; the quarterly/annual selection of outstanding responsible units was added to strengthen instant incentives. More than 2,000 honors and awards were granted in the year.

Kingdee actively created an innovation atmosphere. In order to give employees time to think about innovation, Kingdee innovatively established the "Dormancy Leave", which allows employees to have plenty of time to think and innovate in the midst of busy affairs and have a good rest for creativity. In the current year, a total of 1,137 people applied for "Dormancy Leave". In addition, the Company regularly organizes innovation exchange activities to cultivate an innovation atmosphere. In 2021, Kingdee conducted 74 innovation sharing activities, and a total of 3,157 people participated in the Geek Talk innovation sharing. With a strong innovation atmosphere, Kingdee has created more possibilities to inspire employees to innovate.

5.4.1 創新創業文化

金蝶是一家擁有創新基因，重視創新的企業，鼓勵員工積極大膽創新，「以客戶為中心，長期堅持專業主義」，通過創新實現個人價值，與企業共同成長。

每年公司內部進行優秀創新成果評選，創造讓優秀人才脫穎而出的機制，對重大創新成果給予重獎。2021年度，集團共評選出1項傑出創新獎，4項優秀創新獎，30項微創新獎。金蝶鼓勵從客戶應用場景出發，鼓勵員工實現漸進式「小、美、快」的微創新，給客戶帶來效率和體驗的明顯提升，年度新增10個集團微創新名額專門面向一線機構，鼓勵更多基於行業特徵與用戶場景的創新。責任單位微創新獎不設名額限制，營造全員創新的氛圍。全年創新獎申報量較2020年大幅增長超80%，專利申請量同期增長12%。

此外，2021年增設責任單位產品質量獎，弘揚質量文化，強化質量意識；增設責任單位季度/年度優秀評選，強化即時激勵，全年超2,000人次收到表彰獎勵。

金蝶積極塑造創新氛圍，為給予員工思考創新時間，金蝶創新性設立「發呆假」，讓員工在繁忙之中獲得充足的時間思考創新，獲得充足的休息以迸發創造力。本年度共計1,137人申請「發呆假」。此外，公司定期組織創新交流活動，培育創新氛圍，2021年，金蝶共開展74期創新分享活動，共計3,157人次參加開展極客論道創新分享。在濃厚的創新氛圍中，金蝶為激發員工創新靈感創造了更多可能性。

5.4.2 Culture of Sports

Kingdee promotes a healthy and sunny sports culture and is committed to cultivating new young people who are "super healthy, super trendy and super caring". The Corporate Culture Department has set up the Staff Association (hereinafter referred to as "the Association") to enrich the spare time and recreational life of Kingdee people, promote physical and mental health, strengthen communication and exchange among Kingdee people, organize various activities and popularize sports culture.

As of December 31, 2021, Kingdee had 14 associations, including table tennis association, soccer association, dance association, running association, yoga association, photography association, basketball association, music association, rowing association, board game association, badminton association, microfilm association, Kingdee press corps and staff committee, etc. The association members covered 4,841 people. In 2021, the associations held various theme events, regional leagues and external competitions, with more than 1,200 events covering 12,000 participants. A total of 14 Kingdee people participated in the final friendly basketball league among enterprises in Shenzhen and won the second place. The KBA basketball league held 39 games, with 273 players. A total of 24 teams containing 177 people participated in the fifth Dieyu Cup badminton game. A total of 543 people from Kingdee participated in the singles and team competitions in the second Pingbo Cup table tennis competition.

5.4.2 運動文化

金蝶提倡健康陽光的運動文化，致力於培養「超級健康、超級潮流、超級有愛心」的金蝶新青年。企業文化部下設員工協會（以下簡稱「協會」），以豐富金蝶人業餘文娛生活、促進身心健康、加強金蝶人之間的溝通與交流為宗旨，組織多樣活動，普及運動文化。

截至2021年12月31日，金蝶共設有14個員工協會，涵蓋乒乓球協會、足球協會、舞蹈協會、跑步協會、瑜伽協會、攝影協會、籃球協會、音樂協會、賽艇協會、桌遊協會、羽毛球協會、微電影協會、金蝶記者團及員工委員會等，協會成員覆蓋4,841人次。2021年度各協會開展了多項主題活動、地區聯賽及對外比賽，年度內共舉辦超過1,200場活動，覆蓋12,000人次。在深圳企業籃球聯誼賽決賽中，金蝶共有14位隊員征戰，最終獲得亞軍。KBA籃球聯賽開展了39場比賽，共273人參與。第五屆蝶羽杯羽毛球比賽中，共有24支隊伍，177人參與。第二屆乒搏杯乒乓球比賽，共計543人次參與單打和團體賽。



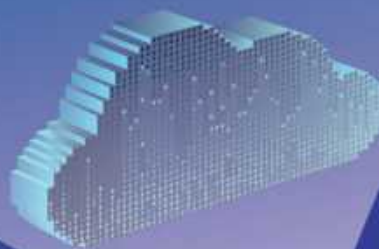


Social Responsibility

社會責任

Kingdee's core values of "Acting in all Conscience, with Integrity and Righteousness" guide Kingdee in the process of moving forward, constantly examining whether it can have a positive impact on society, and striving to achieve a double harvest of social benefits and corporate value. As a company that provides management software solutions for enterprises, Kingdee actively explores management model innovation with Chinese characteristics, with the mission of "Let Chinese management model rise globally", and promotes the progress of Chinese enterprise management.

金蝶「致良知、走正道、行王道」的核心價值觀指引金蝶在前進的過程中，不斷審視自身對社會能否產生正面影響，努力實現社會效益與企業價值的雙豐收。作為一家為企業提供管理軟件解決方案的企業，金蝶積極探索中國特色的管理模式革新，以「讓中國管理模式在全球崛起」為使命，推動中國企業管理進步。



6.I Value Sharing

6.I 價值共享

6.I.I China Management Model Research (CMMR)

6.I.I 中國管理模式研究



Kingdee has taken an initiative to closely cooperate with its clients, partners, research institutions, universities, industry associations, expert organizations and various business lines within the Group to research and explore management models, transformation methods, architecture technologies, software technologies, service technologies and solutions for the development and management innovation process of Chinese enterprises, aiming to achieve the mission of "Let Chinese management models rise globally". To date, Kingdee has participated in promoting the selection for the China Management Model Excellence Award, China Management Model Innovation Award and China Digital Breakthrough Practice Award.

The China Management Model Research (CMMR) is a selection event having been organized by the China Management Modernization Research Association and Kingdee International Software Group in collaboration with China Europe International Business School, Peking University Guanghua School of Management and other management schools since 2008. So far, dozens of higher education institutions have get involved. The award rewards enterprises that have made distinguishable and measurable outstanding achievements in multiple dimensions. After more than ten years of accumulation, CMMR has gained extensive influence in the industry and become the largest public welfare brand of Kingdee.

The winners of the China Management Model Innovation Award are usually new market entrants or emerging companies with innovative capabilities. They are adhering to long-term values, focusing on stakeholder interests, continuously innovating practices in terms of business, internal management and external industry value chain synergies, innovating products and services, challenging the competitive landscape of the industry, and creating new experiences for customers or remodeling customer value proposition.

金蝶積極與客戶、合作夥伴、研究機構、高等院校、行業協會、專家組織及集團內部各個業務線開展緊密合作，研究和探索中國企業發展和管理創新過程的管理模式、轉型方法、架構技術、軟件技術、服務技術及解決方案，旨在實現「讓中國管理模式在全球崛起」這一使命。至今，金蝶參與推動中國管理模式傑出獎，中國管理模式創新獎和中國數字化突破實踐獎的遴選。

中國管理模式傑出獎（Chinese Management Model Research，簡稱CMMR）從2008年啟動，由中國管理現代化研究會與金蝶國際軟件集團聯合中歐國際工商學院、北京大學光華管理學院等管理學院組織遴選，迄今已有數十家高校參與。表彰在多維度實現了可辨識、可衡量的卓越成效的企業。經過十餘年沉澱與積累，CMMR已在業界內具有廣泛的影響力，並成為金蝶最大的公益品牌。

中國管理模式創新獎的獲獎者通常是新的市場進入者或具有創新能力的新興企業，正在堅持長期主義價值觀，關注相關者利益，並從業務、內部管理與外部產業價值鏈協同等方面不斷創新實踐，革新產品服務、挑戰行業競爭格局、創造全新客戶體驗或重構客戶價值主張。

The China Digital Breakthrough Practice Award is a new award established in the past two years, which is designed to discover enterprise management practices with outstanding achievements in digital transformation, promote the process of enterprise digital management innovation, and explore its value for research and reference. In 2021, Wumart Technology Group Co., LTD., Jala (Group) Co., Ltd., and Shanghai China Business News Media Co., Ltd., among others, won the China Digital Breakthrough Practice Award for their innovative management practices in the digital field.

Three key points in the annual insight of C50+ for 2021 based on the selection and research for the above mentioned awards: innovation, ecosystem, digital. Innovation has the attribute of long-termism; ecosystem has the concept of value symbiosis, and digital is the so-called digital transformation. The insight itself has the viewpoint of long-termism and value symbiosis.

中國數字化突破實踐獎是近兩年新設獎項，該獎項希望發掘出在數字化轉型方面具有突出成就的企業管理實踐，推動企業數字化管理創新進程，發掘其中的研究價值和借鑒價值。2021年，物美科技集團有限公司、伽藍（集團）股份有限公司、上海第一財經傳媒有限公司等憑藉針對數字化領域具有創新突破的管理實踐獲得中國數字化突破實踐獎。

基於上述獎項的遴選調研，C50+的2021年年度洞察三大要點：創新、生態、數字。創新具有長期主義的屬性，生態具有價值共生的理念，數字就是所謂數字化的轉型，本身便具有長期主義和價值共生的觀點。

「長期主義 價值共生」的新洞見 New insights into "long-termism and value symbiosis"

企業價值鏈的所有環節，都值得用數字化思維和工具重新梳理一遍。
All aspects of the enterprise value chain are worth being re-analyzed with digital thinking and tools.

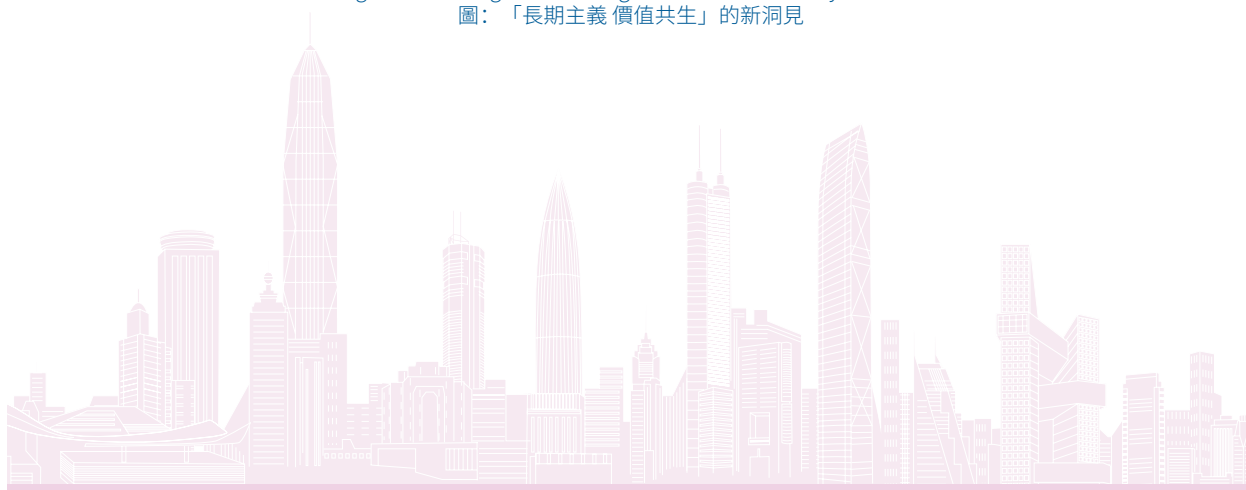
「創新」具有「長期主義」屬性，是企業家的特質，也是企業生存與增長的來源。
"Innovation" has the attribute of "long-termism", which is the characteristic of entrepreneurs and the source of enterprise survival and growth.

「生態」是「價值共生」應有之義，即在動態和穩定當中找平衡，就需要在組織內外部和企業上下游建立夥伴關係，形成共識和交流的平台。

"Ecosystem" is the inherent meaning of "value symbiosis", that is, to strike a balance between dynamics and stability, for which it is required to establish partnerships inside and outside the organization and upstream and downstream of the enterprise, and create a platform for consensus and communication.

「數字」即數字化轉型，基於「長期主義」屬性的企業「創新」，以及體現「價值共生」的企業「生態」，都需要通過「數字」來賦能實現。
"Digital" means digital transformation. The enterprise "innovation" based on the "long-termism" attribute and the enterprise "ecosystem" reflecting the "value symbiosis" are enabled by "digital" means.

Figure: New insights into "long-termism and value symbiosis"
圖：「長期主義 價值共生」的新洞見





6.1.2 CFO Acting in All Conscience Research Institute 6.1.2 CFO 致良知研究院



In 2018, Kingdee established the CFO Acting in All Conscience Research Institute. The Institute aims to continuously empower finance personnel and their industries in the areas of professional ethics, new technologies and new models of financial management through insight into CFOs, the top group of financial management, combined with the excellent Chinese traditional culture represented by Yangming Xinxue, to promote the development and innovation of financial management in China. The CFO Acting in All Conscience Research Institute empowers the business of the industry and company by exporting value, and more closely links circles, industries, cultures, and hearts to form a community.

The China CFO 50+ Forum (F50+) is the most important community of the CFO Acting in All Conscience Research Institute, which is initiated by finance executives from Kingdee, Vanke, Haier, ZTE and CFOs of medium and large enterprises, and is committed to promoting the innovation and development of financial management in China.

In June 2021, Kingdee and Shanghai National Accounting Institute formally signed a strategic cooperation agreement to jointly promote the construction of intelligent finance and build an intelligent finance institution.

2018年，金蝶成立CFO致良知研究院。研究院旨在通過對CFO這一財務管理頂尖群體的洞察，結合以陽明心學為代表的中華傳統優秀文化，在職業道德、財務管理新技術、新模式等領域不斷為財務人員所在行業賦能，推進中國財務管理的發展創新。CFO致良知學院通過輸出價值，對所在行業和公司業務賦能，更緊密地鏈接圈層、行業、文化、心靈，形成共同體。

中國CFO50人+論壇（簡稱F50+）是CFO致良知研究院最重要的社群。F50+由金蝶、萬科、海爾、中興的財務高管以及中大型企業CFO共同發起，致力於推動中國財務管理的創新與發展。

2021年6月，金蝶與上海國家會計學院正式簽署戰略合作協議，雙方共同推動智能財務建設，共建智能財務研究院。

6.2 Multi-Win Cooperation

Kingdee has actively carried out diversified and efficient strategic cooperation with local governments, partners, suppliers, and teaching institutions to help the government with informatization construction, promote industry digital transformation, and jointly achieve sustainable and high-quality development.

6.2 多方共贏

金蝶積極與地方政府、合作夥伴、供應商、教學機構等開展多元、高效的戰略合作，助力政府信息化建設，推動行業數字化轉型，共同實現可持續與高質量發展。

6.2.1 Supply Chain Management

Kingdee regards suppliers as a key link in the partnership, and is committed to long-term cooperation with them to create and share the value and results.

Kingdee has formulated an array of internal procedures for bidding procurement and supplier management, including the *Kingdee Procurement Management System*, *Kingdee Bidding Management Rules*, and *Kingdee Procurement Catalog Management Rules*, and further refined *Kingdee Supplier Management Rules*, with a view to standardizing the Group's procurement business, strengthening the supervision and management of procurement practices, and improving the efficiency of procurement resource allocation. Currently, Kingdee enables the solicitation and procurement platform to carry out supplier cooperation. The solicitation and procurement platform can realize the information control of the whole business, forming a one-stop service, and an online closed-loop management for planning, bidding, purchasing, and suppliers. All solicitation and procurement information will be disclosed on the platform throughout the process, thus reducing the involvement of human factors and realizing open and fair bid evaluation. In 2021, the Procurement Department of the Group sorted out 76 scenarios for different types of products, formulated 58 standard contract templates, organized each business department with demands to review the contract content, and employed external experts for review to ensure compliance with laws and regulations.

6.2.1 供應鏈管理

金蝶視供應商為合作夥伴中關鍵的環節，致力於與供應商建立長期的合作，共創共享價值成果。

金蝶制定了一系列招標採購及供應商管理的內部程序，包括《金蝶採購管理制度》《金蝶招標管理細則》《金蝶採購商品目錄管理細則》，並進一步細化《金蝶供應商管理細則》，以期規範集團的採購業務，加強採購行為的監督管理，提升採購資源的配置效率。目前，金蝶啟用招採平台來開展供應商合作，實現業務全程的信息化管控，形成一站式服務，對計劃、招標、採購、供應商形成線上閉環管理。所有招採信息在平台上全程公開，減少人為參與，實現評標公開公正。2021年，集團採購部針對不同商品類型，梳理76個場景，制定58份標準合同模板，並組織各個業務需求部門對合同內容進行評審，外聘專家審核確保符合法律法規。

6.2.2 Win-Win with Partners

With high-quality products and services and taking advantage of the industry opportunities brought by the development of the times, Kingdee actively cultivates the market and joins hands with partners to create a win-win future. According to 2021 data, Kingdee won the brand honor of No. 1 market share of IDC large, medium-sized and small enterprise SaaS ERM (enterprise resource management cloud), and won the staged victory in transforming to the cloud subscription model. In the future, we will continue to make efforts to build assembled applications, support mass customization, vigorously explore the ecological market and guide partners to achieve comprehensive ecological transformation. We are committed to creating a cooperative environment of co-creation, co-production and win-win with our partners. Kingdee plans to set up the industrial fund, Kingdee Pursuit of light - Digital Industry Fund, of a scale of RMB1 billion, which has a 10-year duration and is invested in Kingdee's ecological partners to help them transfer and upgrade from marketing partners to delivery partners, ISV partners and consulting partners and create a win-win future. The industrial fund empowers the industry with abundant resources imported from the Cosmic platform and brands and channels. A professional management team is assigned to post-investment management to assist partners in capital planning and listing.

Kingdee creates the PBC assemblable model with ecological partners and customers, and realizes mass customization by combining Kingdee's system, ecological partners' systems and customers' modules based on customers' special demands. Kingdee's Cosmic platform provides a PBC with strong assemblable capabilities, enabling partners to flexibly and quickly respond to customers' special demands with only drag and drop and a little coding. The Company also fully supports partners to develop into ISV or professional service providers with our powerful R&D system, customer resources and SaaS operation system.

6.2.2 夥伴共贏

金蝶依託優質的產品和服務，借力時代發展帶來的行業機會，積極深耕市場，攜手夥伴共創未來。根據2021年數據顯示，金蝶獲得IDC大、中、小型企業SaaS ERM（企業資源管理雲）市場佔有率第一的「三冠王」品牌榮譽，並取得了公司向雲訂閱模式轉型的階段性勝利。未來將繼續發力構建可組裝應用，支持規模化定制，大力開拓生態市場，引導合作夥伴突破全面生態轉型。我們致力於打造與合作夥伴共創、共生、共贏的合作環境。金蝶計劃設立規模為10億元的產業基金會——金蝶追光者數字產業基金，存續期長達10年，用於投資金蝶的生態夥伴，助力夥伴由營銷夥伴轉型升級為交付夥伴、向ISV夥伴、諮詢夥伴，共享未來。產業基金依託蒼穹平台、品牌、渠道全方位資源導入進行產業賦能，投後管理配備專業的管理團隊，協助夥伴進行資本規劃，扶持上市。

金蝶與生態夥伴、客戶一同創建PBC可組裝模式，根據客戶的個性化需求，結合金蝶系統、生態夥伴系統、客戶自身的模塊元件，實現大規模個性化定制。金蝶的蒼穹平台提供了具有強大可組裝能力的PBC，合作夥伴只需通過拖拉拽，以及少量的代碼編寫，即可實現靈活快速地響應客戶的個性化需求。我們也將以強大的研發體系，客戶資源以及SaaS營運體系全面支持夥伴發展成為ISV或者專業服務提供者。



Oriented to the customer success, Kingdee has restructured its biological partner system, and developed multi-channel partners such as ISV cloud ecosystem partners, marketing partners and delivery service partners. In 2021, Kingdee regulated the operation and management of partners in accordance with the *2021 Kingdee Marketing Partner Management Measures*, *Kingdee ISV Partner Joining and Management Measures*, *Kingdee Authorized Service Partner Management Measures*, *Kingdee China Partner Annual Evaluation Measures*, *Kingdee Management Measures for Ecological Partners Violation Punishment* and many other systems. Meanwhile, we provided multiple empowering, marketing and market activities for partners such as special online technical training, and offline exchange and training, to help partners grow quickly. Kingdee will continue to increase investment to empower the partner ecosystem, improve business service capabilities and work with them to provide more professional and valuable services for end customers. As of the end of 2021, Kingdee signed contracts with more than 2,500 marketing partners, more than 1,000 Cosmic application market partners, and more than 500 delivery partners.

In 2021, Kingdee ISV ecosystem achieved high-speed growth. The number of ISV partners and products on the shelves of Cosmic application market increased by 3 times year on year. During the Reporting period, new ISV applications included products in pharmaceutical supply chain, WMS, CRM, intelligent education, new retail, etc.

Kingdee also provides abundant learning resources for partners. In 2021, based on the needs of partners, it offered different types of offline and online training courses on EAS Cloud, Kingdee Cloud Galaxy, KIS Cloud, Kingdee Cloud Stellar and Kingdee Jingdou Cloud in many regions, cities and provinces all over the country. Kingdee is committed to empowering the talent of partners. It provides partner training of various themes and forms, covering market promotion, experience sharing, online Q&A and products and solutions, and has visited tens of thousands of partners, aiming at the mutual win with partners.

金蝶以客戶成功為中心點，金蝶重構了生態夥伴體系，發展了ISV雲生態合作夥伴、營銷合作夥伴、交付服務夥伴的多渠道夥伴體系。2021年依據《2021年金蝶營銷合作夥伴管理辦法》《金蝶ISV夥伴加盟及管理辦法》《金蝶授權服務夥伴管理辦法》《金蝶中國合作夥伴年度評優辦法》《金蝶生態合作夥伴違規處罰管理辦法》等多項制度規範夥伴經營管理。同時為夥伴提供專項在線技術培訓、線下交流培訓等多種賦能、營銷及市場活動，助力夥伴快速成長。金蝶將持續加大投入，賦能夥伴生態圈，提升業務服務能力，共同為終端客戶提供更專業且具價值的服務。截至2021年底，金蝶簽約營銷合作夥伴共超過2,500家、蒼穹應用市場生態夥伴超過1,000家、交付夥伴500逾家。

2021年，金蝶ISV生態實現高速增長，ISV夥伴數量及上架蒼穹應用市場數量同比增長3倍。報告期內新增ISV應用包括醫藥供應鏈、WMS、CRM、智慧教育、新零售等產品。

金蝶致力於為夥伴提供豐富的學習資源，在2021年度，如EAS Cloud、金蝶雲星空、KIS雲、金蝶雲星辰、金蝶精鬥雲等各類產品根據夥伴需求，開展了不同類型的培訓活動，以線上線下多方式展開，覆蓋全國多個省市区。我們為夥伴的人才賦能，夥伴培訓主題豐富且形式多樣，包括市場推廣、經驗分享、疑難項目在線診斷、產品、解決方案等培訓，並進行夥伴走訪，覆蓋人群數量達幾萬人，以實現與夥伴共贏。

6.2.3 Support Government Affairs

In recent years, Kingdee has continuously increased its investment in the field of scientific research and technological innovation, using its own platform to actively undertake a number of government research projects and to shape an open and responsible corporate image.

Under the new situation, Kingdee does not limit itself to traditional advantageous fields, but expands its innovative eyes to new fields. In recent years, Kingdee has made use of its own unique advantages and accumulation in the fields of blockchain, artificial intelligence and industrial internet, etc. In 2021, the National Key R&D Projects "Cross-border Service Quality Management and Value Engineering" and "secure electronic credentialing services and its key regulatory technologies" Kingdee participated in passed the performance evaluation organized by Ministry of Science and Technology in August and December respectively; the National Key R&D Project "Open ecological cloud ERP platform" passed the mid-term inspection organized by the Ministry of Science and Technology in February 2021. Kingdee participated in or led the National Key R&D Projects such as "support pilot demonstration of the whole electronic invoicing and service system", "industrial Internet platform test bed construction project", "Scaled Industrial Internet Marking New Connectivity Platform Project PLM Direction", "Public Service Platform for the Application and Promotion of Digital Transformation Solutions", "Supply Chain Management System based on 'Industrial Internet Platform + Block Chain'", for which application for inspection or inspection is schedule for 2022.

6.2.3 政務支持

近年來，金蝶持續增加在科研與技術創新領域的投入，利用自身平台，積極主動承擔多個政府科研課題，打造開放負責任的企業形象。

新形勢下，金蝶不單單著眼於傳統優勢領域，還將創新的目光拓展到新的領域。近年來，金蝶利用自身獨有的優勢和沉澱，在區塊鏈、人工智能、工業互聯網等領域不斷深耕。2021年，金蝶參與的國家重點研發計劃「跨界服務質量管理與價值工程」和「安全電子憑據服務及其監管關鍵技術」分別於8月、12月通過科技部組織的績效評價；國家重點研發計劃「開放生態化雲ERP平台」項目於2021年2月通過科技部組織的中期檢查；參與或牽頭的國家重點科研項目「支持全程電子化的電子發票及服務系統試點示範」「工業互聯網平台測試床建設項目」「規模化工業互聯網標識新連接平台項目PLM方向」「數字化轉型解決方案應用推廣公共服務平台」「基於『工業互聯網平台+區塊鏈』的供應鏈管理系統」計劃於2022年申請驗收或進行驗收。

6.2.4 Industry Cooperation

Kingdee actively carries out diversified and efficient strategic cooperation with local governments, partner enterprises, industry colleagues and teaching institutions to help government information construction, promote enterprise digital transformation, explore industry innovation opportunities, and jointly achieve sustainable and high-quality development.

Promote industry cooperation and communication

Kingdee has established good cooperation relationship with many industry associations and societies at home and abroad, and has carried out long-term cooperation, striving to build a communication platform for all parties to communicate and liaise, being active in various industry forums with an innovative, responsible and positive corporate image, continuously focusing on industry trends, realizing information sharing and promoting industry progress. Kingdee has carried out a series of cooperation with Services Society, China Computer Federation (CCF), Shenzhen Computer Industry Association, Shenzhen Entrepreneurship and Innovation Federation, Shenzhen Nanshan District Blockchain Technology Application Association, etc. In 2021, Kingdee led the organization of the 9th China Big Data Industry Summit and a number of other large activities, which have achieved good social benefits.

6.2.4 行業合作

金蝶積極與地方政府、合作企業、行業同仁、教學機構等開展多元、高效的戰略合作，助力政府信息化建設、推動企業數字化轉型，探索行業新機遇，共同實現可持續且高質量的發展。

促進合作交流

金蝶與國內外多個行業協會、社團組織等建立了良好的合作關係並開展了長期合作，努力搭建各方溝通聯絡的交流平台，以創新、負責、積極的企業形象活躍於各個行業論壇中，持續關注行業趨勢，實現信息共享，推動行業發展進步。金蝶與國際服務學會（Services Society）、中國計算機學會（CCF）、深圳市計算機行業協會、深圳市創業創新聯合會、深圳市南山區區塊鏈技術應用協會等多家單位開展了一系列合作。在2021年，金蝶主導承辦了第九屆中國大數據產業峰會等多場大型活動，取得了良好的社會效益。

In 2021, Kingdee took the lead in developing a group standard *Application Interface of Electronic Credentials and Electronic Invoice* of Technical Committee of China Electronics Standardization, and participated in the establishment of four group standards, namely *Overall Framework for Electronic Credential Application*, *Electronic Credential Metadata*, *Management Requirements for Electronic Invoice Status* and *Technical Requirements for Electronic Credential Inspection Services*.

2021年，金蝶牽頭制定了中國電子工業標準化技術委員會《電子憑據電子發票應用界面》一項團體標準，並參與了《電子憑據應用總體框架》《電子憑據元數據》《電子發票狀態管理要求》《電子憑據查驗服務技術要求》等四項團體標準的制定。

Kingdee Cloud Cosmic Summit promoted cooperation and exchange

金蝶雲蒼穹峰會促進合作交流

In May 2021, Kingdee held Kingdee Cloud Cosmic Summit themed by "redefining enterprise PaaS platform". Kingdee invited more than 100 ecological partners to attend the ecological partnership forum, and reached a consensus with some strategic partners in terms of product docking, platform traffic attraction and channel communion. More than 10 partners, including the China Academy of Information and Communications Technology, SF Holding, KPMG, Kylin, Intel, Dameng and Sangfor, jointly signed contracts with Kingdee on the spot, and looked ahead to the cooperation in Kingdee ecosystem.

2021年5月，金蝶舉辦以「重新定義企業級 PaaS 平台」為主題的金蝶雲蒼穹峰會。在生態夥伴論壇上，金蝶邀請了逾百位生態合作夥伴蒞臨現場，同時與部分戰略夥伴在產品對接、平台引流、渠道共融上達成了一致意見。儀式上中國信通院、順豐、畢馬威、麒麟、intel、達夢、深信服等十餘家夥伴共同與金蝶現場簽約，並就與金蝶的生態合作進行展望。

6.2.5 Helping Micro and Small Enterprises

Chinese micro and small enterprises are facing great challenges against the backdrop of new technology wave, the COVID-19 pandemic and complex international relations. Kingdee has keenly inspected the three core challenges of difficulties in obtaining customers, financing and management. Relying on the distinct advantages in scenario and big data credit reference of Kingdee Credit Technology, Kingdee produces digital credit assets for micro and small enterprises to help them receive better financial services. The credit service of Kingdee Credit Technology has been integrated seamlessly with multiple cloud services of Kingdee and covered more than 3 million micro and small enterprises and 1.2 million individual businesses. It is able to complete the online data collection authorized by the enterprises within 1 minute and quickly turn the data into visible, available and credible credit asset, thus addressing the trouble of difficult, expensive, and time-consuming financing for micro and small enterprises to some extent, to help such enterprises overcome the challenge of financing difficulty.

6.2.5 助力小微企業

在新技術浪潮、新冠疫情及複雜國際關係背景下，中國的小微企業面臨巨大挑戰。金蝶敏銳洞察到企業存在獲客難、融資難、管理難三大核心挑戰。依託金蝶信科獨特的場景與大數據征信優勢，金蝶為小微企業打造數字信用資產，以幫助其獲得更優質的金融服務。金蝶信科的信用服務已與金蝶多項雲服務無縫集成，現覆蓋超過300萬小微企業，120萬個體工商戶，可在1分鐘內完成企業線上授權數據採集，讓數據快速轉變為可見、可用、可信的信用資產，一定程度上解決了小微企業「融資難、融資貴、融資慢」的難題，助力小微企業克服融資難的挑戰。

6.2.6 Training Information Talents

In order to meet the industry's demand for information technology talents, Kingdee has always taken the vision of "the most trusted platform for training and lifelong learning of enterprise information technology talents" and continues to help universities nationwide to train related talents. We actively work with universities to develop academic training and practical teaching, and provide high-level consultant talent training and output for the industry.

6.2.6 培養信息化人才

為滿足行業對信息化人才的需求，金蝶一直以「最值得信賴的企業信息化人才培養與終身學習平台」為願景，幫助全國高校對相關領域人才進行培養。我們與高校開展學術培養及實踐教學，為行業提供高水準的顧問人才培養與輸出。

Kingdee entered in-depth cooperation with a number of universities, and such cooperation projects included jointly applying for and undertaking national R&D projects, establishing "internship and practicing base", setting up the "joint laboratory of service computing". In 2021, as the leader, Kingdee worked with Tongji University, University of Electronic Science and Technology, and other universities in carrying out the National Key R&D Program "Open Ecological Cloud ERP Platform"; took part in the intensive cooperation with Harbin Institute of Technology, Fudan University, China National Institute of Standardization, and other entities; and participated in the National Key R&D Program "Crossover Service Integration Theory and Key Technology" led by Zhejiang University. Through the collaboration with those universities, combining the project research findings with its products, Kingdee developed 4 software supporting tools, formulated 4 relevant enterprise standards, applied for 2 patents and 5 software copyrights, researched and developed the Jingdou Cloud "new retail application" platform system and ran user trials with a range of results.

Kingdee Jingyi Consultant College

The Consultant College is open to college students and in-service information technology talents, and carries out different types of training according to the different needs of talents. It adopts a model combining offline and online training to allow talents in different types to learn in a more suitable way.

For in-service information technology talents, we apply the online teaching model that facilitates students to learn professional knowledge anytime, anywhere. For college students, we take the offline systematic training model, and teach three systematic courses covering knowledge, skills and literacy related to enterprise informatization consultants. In 2021, the Consultant College trained 833 people online and 697 people offline, or 1,530 people in total.

We actively respond to the call for "building a high-quality educational system" of the State, engage in the industry-education integration of higher education and vocational education to provide top-notch digitalization talents for the development of the digital industry. During the Reporting Period, we served 136 colleges and universities including Central University of Finance and Economics, Capital University of Economics and Business, Shanghai Lixin University of Accounting and Finance, Shanxi University of Finance and Economics and Shenzhen University, supporting them in the course development, faculty building, talent cultivation and social service, and helping nearly 1,800 teachers improve their practical teaching skills. We held several skill competitions for college students, involving nearly 10,000 students from over 500 colleges and universities to participate, and provided more than 400 talents to the industry.

金蝶與多所高校開展深度合作，包括聯合申報承擔國家研發課題、設立「實習實訓基地」、設立「服務計算聯合實驗室」等。2021年，金蝶作為牽頭單位，與同濟大學、電子科技大學等高校合作，共同承擔了國家重點研發計劃「開放生態化雲ERP平台」項目；參與哈爾濱工業大學、復旦大學、中國標準化研究院等單位深度合作；參與浙江大學牽頭的國家重點研發計劃「跨界服務融合理論與關鍵技術」項目。金蝶通過與以上高校合作，將課題研究成果與金蝶產品相結合，開發相關的軟件支撐工具4項，制定相關企業標準4項，申請專利2項、軟件著作權5項，研發了精鬥雲「新零售應用」平台系統並開展了用戶試用，取得了一系列成果。

金蝶精一顧問學院

我們面向在校大學生、在職信息人才，根據人才的不同層次需求開展不同類型的培訓。採取線上線下相結合的模式，讓不同類型的人才以更為適合的方式開展學習。

針對在職信息化人才，採用線上教學模式，方便學員隨時隨地進行專業學習。針對在校大學生，我們採取線下系統性培訓模式，教授內容涵蓋企業信息化顧問知識、技能、素養三大系統化課程。2021年顧問學院線上培訓833人，線下培訓697人，合計1,530人。

積極響應國家「建設高質量教育體系」的號召，參與高等教育與職業教育產教融合事業，為數字產業發展輸送高水平的數字化人才。報告期內，服務中央財經大學、首都經貿大學、上海立信會計金融學院、山西財經大學、深圳大學等 136家所院校，幫助高校開展課程建設、師資建設、人才培養及社會服務，幫助近 1,800 名在校老師提升實踐教學水平，舉辦多場大學生技能大賽，超過 500所高校的近萬人次學生參加，為行業輸送 400多人。

In 2021, the overall trainee satisfaction of Jing Yi reached

根據 2021 年精一培訓學員總體滿意度達到

95.8%

where the satisfaction in terms of professional ability improvement, and occupational adaptability and recognition improvement was scored as high as

其中在專業能力提升上、在職業適應性、認可度上提升滿意度上得分較高達到

100%



6.3 Charity

While making long-term progress, Kingdee will give back to the society with a grateful heart and practice public welfare undertakings. As a knowledge-based enterprise, we deeply understand the importance of education to a country and a nation, and therefore we are concerned about the basic education in areas where education resources are scarce, and do our best to contribute to the development of public welfare education in China.

Kingdee Ya'an Education Migrant Class

After the 4.20 (April 20) earthquake in Ya'an, Kingdee set up the "Kingdee Education Immigration Class" with the China Siyuan foundation for poverty alleviation to support outstanding students from poor families to successfully complete their education. In 2013 and 2016, Kingdee established "Kingdee Education Migrant Class" in Ya'an Tianjiabing School and Ya'an No. 2 Middle School respectively, and set up education funds to help 50 poor students in each migrant class to successfully complete their junior and senior high school education. In addition to Ya'an, Kingdee also supported students of different levels to realize their dreams through "Beautiful China", including Yuanjiang in Hunan, Southeast University in Jiangsu, China Europe International Business School in Shanghai, and primary schools in remote mountainous areas across the country. On December 21, 2021, Kingdee Sichuan joined hands with Sichuan Big Data Industry Federation to give winter supplies to the students of Siyuan-Kingdee Education Migrant Class to show our care.

6.3 公益慈善

金蝶在取得長足發展之時，以感恩的心回饋社會，踐行公益事業。作為一家知識性企業，我們深切了解教育對於國家和民族的重要性，因此我們關注教育資源匱乏地區的基礎教育，盡力為中國公益教育事業發展貢獻一己之力。

金蝶雅安移民班

「4.20」雅安地震後，金蝶為資助家庭貧困的優秀學子，與中華思源工程扶貧基金會共同設立了「金蝶教育移民班」，以助他們順利完成學業。金蝶分別於2013年、2016年在雅安田家炳學校、雅安第二中學特別成立了「金蝶教育移民班」，並設立教育基金，幫助每屆移民班50名貧困學生順利完成初中、高中學業。除了雅安，金蝶還以不同的形式支持湖南沅江、江蘇東南大學、上海中歐商學院，以及通過美麗中國幫助全國偏遠山區小學等不同層次的學生們實現其成長的夢想。2021年12月21日，金蝶四川省公司聯合四川省大數據產業聯合會，為思源·金蝶教育移民班送上冬日愛心物資。



Environmental Protection

環境保護

Kingdee always prioritizes defending ecological environment as its primary corporate responsibility. During our operation and development, we identify the risks posed by climate change and make active response to the climate change; practice measures related to environmental protection, and take multiple initiatives to reduce the adverse impact of enterprise operation process on the environment; actively develop clean technology, help customers lower consumption of energy and resources via the cloud technology in our products and services, and work with customers in building a resource-saving and environmentally-friendly society.

In 2021, Kingdee software passed the certification of ISO 14001 Environmental Management System.

金蝶始終將守護生態環境作為企業的首要責任。在公司營運及發展過程中，我們識別氣候變化帶來的風險，積極應對氣候變化；實踐關於環境保護的措施，多舉並措地減少企業營運過程中對環境帶來的負面影響；積極開發清潔技術，通過產品及服務中的雲技術來幫助客戶降低能源和資源的使用，與客戶共同創建資源節約型和環境友好型社會。

2021 年，金蝶軟件獲得 ISO 14001 環境管理体系認證。



7.1 Climate Change Response

7.1 氣候變化應對

Climate change is a common challenge mankind is facing. Kingdee is well aware of the significant impacts of extreme disastrous weather caused by climate change on business operation, so it is committed to identifying and responding to climate change risks it is subject to, and manages greenhouse gas emissions to proactively address potential risks.

氣候變化是人類共同面臨的挑戰。金蝶深知氣候變化帶來的極端災害天氣對企業營運產生重大影響，致力於識別與應對所面臨的氣候變化風險，管理溫室氣體排放，以主動應對潛在風險。

Identifying Climate Change Risks

We identify the climate change risks we face at each place where we operate and develop plans to proactively address them in our daily operations in order to improve and mitigate the negative impacts of major climate change.

識別氣候變化風險

我們在各營運地識別所面臨的氣候變化風險，在公司日常營運制定預案積極應對，從而改善及減緩重大氣候變化所帶來的負面影響。



Kingdee Beijing Park has developed emergency plans for extreme weather (such as rainstorms and snowstorms), and has been carrying out regular drills and reviews to ensure the full and effective implementation of the emergency plans and thus minimize the losses caused by extreme weather.

金蝶北京園區針對極端天氣（如暴雨（雪）天氣）制定應急預案，定期演練、復盤，保障應急預案全面落實到位，將極端天氣帶來的損失降到最低。

Kingdee Shanghai Park has established the Anti-Freezing Steering Group and relevant responsible and implementing departments to coordinate the work against cold and freezing weather and formulated the *Anti-Freezing and Low Temperature Weather Plan*. It carries out routine inspections every winter to prevent freezing of pipes and pedestrian falls caused by extreme weather, and purchases relevant materials and takes other emergency measures according to risk assessment results.

金蝶上海園區設立防寒防凍領導小組及相關責任和執行部門，協調防寒防凍相關工作；制定了《防寒防凍低溫天氣預案》，於每年冬季期間開展設施常態化檢查工作，預防因極端天氣所導致管道凍破及行人摔倒等情況；根據評估風險購置相應物資及採取其他應急措施。

Kingdee Shenzhen Park has formulated the emergency plan for typhoons, namely the *Emergency Measures for Typhoon Prevention and Flood Control*, and has been checking equipment and facilities inside the park on a regular basis and carrying out special inspections on significant climate changes. It has also established the emergency group for significant climate changes, and carries out drills twice a year. During extreme weather, the emergency group will station on the site to deal with emergencies, take responsive measures and remind clients to make effective responses.

金蝶深圳園區制定了針對颱風的應急預案《防颱風防汛應急措施》，對園區內的設備及設施進行定期檢查及重大氣候變化專項檢查；設立重大氣候變化應急小組，每年開展兩次演練；極端天氣期間，應急小組駐守項目應對突發情況並應急處理，提醒客戶做好應對措施。

Table: Measures Taken by Kingdee Parks against Extreme Weather
表：各園區應對極端天氣措施

Managing Carbon Emissions

Since 2016, we have taken the lead in conducting carbon audits in Shenzhen Software Park, identifying GHG emission sources as well as operational boundaries, and ensuring the accuracy, completeness and availability of GHG emission information through third-party professional organizations' audits.

碳排放管理

自2016年開始，我們在深圳軟件園率先展開了碳審計工作，確認了溫室氣體排放源以及營運邊界，並通過第三方專業機構審查，確保溫室氣體排放數據的準確性、完整性和可用性。

In 2021, we calculated the GHG emissions from Kingdee's three software parks in Beijing, Shanghai and Shenzhen by using the direct and indirect emission sources of Scope 1 and Scope 2.

2021 年，我們根據範疇一和範疇二的直接與間接排放源進行計算，得到北京、上海、深圳三個軟件園的溫室氣體排放量。

Table: Greenhouse Gas Emissions and Density
表：溫室氣體排放量及密度

Topics 議題		Unit 單位	2021 2021 年	2020 2020 年	2019 2019 年	2018 2018 年
Beijing 北京	Greenhouse gas emissions 溫室氣體排放量	Tons of carbon dioxide equivalent 噸二氧化碳當量	335.99	690	632	281
Shanghai 上海			154.42	207	164	151
Shenzhen 深圳			6,179.10	8,565	7,296	7,296
Beijing 北京	Greenhouse gas emission density 溫室氣體排放密度	Tons of carbon dioxide equivalent/m ² 噸二氧化碳當量 / 平方米	0.02	0.036	0.119	0.015
Shanghai 上海			0.02	0.029	0.023	0.027
Shenzhen 深圳			0.10	0.140	0.027	0.149

7.2 Environmentally-Friendly Operations

Kingdee practices the ideology of green operation, keeps improving its environmental management system, comprehensively enhances energy management, resources management and waste management and lifts the utilization efficiency of resources to realize harmonious coexistence with the environment.

7.2 環保營運

金蝶踐行綠色營運的理念，不斷完善環境管理體系，全面加強能源管理、資源管理、及廢棄物管理，提升資源利用效率，實現與環境和諧相處。

7.2.1 Energy and Resource Use

Energy consumption reduction

Kingdee has always highlighted efficient energy management. We have been strictly implementing the *Energy Conservation Law of the People's Republic of China* and other laws and regulations, and has formulated and been implementing the *Energy-Saving Operation Management System* to standardize the Company's management of energy use and stipulate the energy saving measures for the air conditioning temperature, lighting system and bus use, etc. We have also formulated the *Regulations on Energy Saving Operation of Air Conditioning System in Kingdee Software Park* to set up the specifications for energy saving operation of air conditioning system, energy saving inspection of air conditioning system and energy saving maintenance of air conditioning system, to ensure that the air conditioning system operates with high quality and efficiency, reduces energy consumption, and extends the maintenance cycle and service life.

7.2.1 能源與資源使用

減少能耗

高效的能源管理一直是金蝶關注的重點。公司嚴格貫徹《中華人民共和國節約能源法》等法律法規，制定並落實《節能運行管理制度》，規範公司能源使用管理，規定了空調溫度、照明系統、公車使用等方面的節能措施；制定了《金蝶軟件園空調系統節能運行管理規定》，為空調系統節能運行、空調系統節能檢查和空調系統維護保養等方面設立規範，從而保證空調系統高質量、高效率地運行，降低能耗、延長檢修週期和使用壽命。

Based on the systems in place, each park has set goals and taken various measures to achieve full energy savings:

基於已制定制度，各個園區制定目標並採取各式措施全面實現能源管理：

Objective setting 目標制定

Set the objectives for energy conservation and take them as the assessment indicators of relevant personnel to supervise the energy conservation and consumption reduction work. Shenzhen Park aims to reduce planned electricity consumption by 3% to guide itself towards energy conservation.

制定節能目標，將目標作為相關人員的考核指標，以督促節能降耗工作的進行。其中深圳園區將計劃用電量下降 3% 作為目標，引導園區走向節能之路。

Equipment upgrade 設備升級

Use energy-saving and induction lamps and intelligent switches and gradually replace all electricity meters with automatic ones to build a smart park and save energy and reduce consumption.

採用節能及感應式燈具及智能開關設備，園區逐步更換自動電錶，打造智慧園區，實現節能降耗。

Real-time control 實時管控

Strengthen tour inspections over equipment and facilities and check the operation of equipment and facilities in public areas and switches on a regular basis to reduce energy consumption.

加強設備設施巡查力度，定時巡查公共區域設施設備運作情況，定時檢查開關設備，降低能源消耗。

Table: Energy Consumption in Kingdee's Parks
表：金蝶各園區能源使用量

Energy Type 能源類型	Unit 單位	Beijing 北京	Shanghai 上海	Shenzhen 深圳
Gasoline 汽油	Liter 升	29,748	7,758	171,783
Electricity on Outsourced Power Grid 外購電力用電	kWh 千瓦时	468,423	223,096	9,463,521

Resource usage

We have set up a data management system for resource usage, which provides statistics on the main types of resources and continuously optimizes the management of resource usage through data analysis.

The water consumption of Kingdee mainly comes from the office area, and the water used in the park includes greening, cleaning and restrooms. In order to promote water conservation and improve the utilization efficiency of water resources, Kingdee has formulated the *Management Policy for Water Usage and Water Saving* to standardize the Company's water use management of, and uses water-saving faucets and sanitary fittings and posts "Save Water" environmental protection signs in the restrooms to arouse employees' awareness of water conservation.

資源使用

我們建立了資源使用的數據管理體系，對主要的資源類型進行統計，通過數據分析的方式，不斷優化對資源使用的管理。

金蝶對於水資源的消耗主要來源於辦公區域，園區用水包括綠化、清洗及洗手間等方面。為了倡導節約用水，提升水資源的利用效率，金蝶制定《用水、節水管理制度》，規範公司水資源使用管理，採用節水型龍頭及潔具，在衛生間張貼「節約用水」環保標識，喚醒員工節水意識。

Table: Resources Consumption in Kingdee's Parks
表：金蝶各園區資源使用量

Resource Type 資源類型	Unit 單位	Beijing 北京	Shanghai 上海	Shenzhen 深圳
Office paper consumption 辦公用紙	kg 千克	7,235	28,480	11,250
Water consumption 耗水	m ³ 立方米	54,799	1,264	108,159
Water consumption density 耗水密度	m ³ /m ² 立方米 / 平方米	3.19	0.17	1.68

Green promotion

In light of the Kingdee philosophy of "building ourselves and repairing our relationship with the environment", and with an aim to give full play to the master autonomy spirit of all Kingdee employees: building ourselves, caring for the environment, and jointly protecting the beautiful home of Kingdee, the "Environmental Protection Ambassador" team was established in March 2021 in Shenzhen Kingdee Software Park, laying a solid foundation for environmental protection work throughout the year.

The "Environmental Protection Ambassador" team is a democratic environmental protection team composed of environmental protection monitors and social welfare activists who are committed to raising the environmental awareness of the public. In 2021, through "high-power appliances renovation" "no-smoking publicity" "environmental improvement" and other actions, the environmental protection ambassador team mobilized all Kingdee employees to personally participate in environmental construction and repair the relationship with the environment with its own influence, enhanced the employees' participation in environmental protection, established their social morality images of ecological civilization in the science and technology park, enhanced the employees' happiness and sense of belonging, and created a harmonious and joyful working atmosphere.

綠色宣傳

基於「建設自己、修復與環境的關係」的金蝶哲學，為發揮全體金蝶員工從我開始，建設自己，愛護環境，共同守護美麗的金蝶家園的主人翁自治精神，金蝶深圳園區於2021年3月成立「環境保護大使」團隊，為全年環境保護工作開展奠定堅實基礎。

「環境保護大使」是一個民主環境保護團隊，是提高公眾環境意識而設立的环境保護監督員和社會公益活動者。2021年，環保大使團隊開展了「大功率電器整治」「禁煙宣傳」及「環境整治」等行動，以自身的影響力帶動全體金蝶員工親自參與環境建設，修復與環境的關係；擴大員工參與環保力度，樹立在科技園生態文明的社會公德形象；增強員工幸福感、歸屬感，營造和諧、愉快的工作氛圍。

High-power appliances renovation and energy saving and consumption reduction publicity activities were carried out in Shenzhen Kingdee Software Park

深圳園區開展大功率電器整治及節能降耗宣傳活動

In order to relieve the pressure on power distribution, ensure the electrical safety in the park, and enhance the awareness of energy saving and consumption reduction of all employees, a publicity campaign of energy saving and consumption reduction was organized in Shenzhen Kingdee Software Park in September 2021, and the renovation action of high-power electrical appliances was kicked off. 569 illegal electrical appliances were detected through 2 large-scale inspections, and 109 units of appliances were seized through 9 actions. The Company carried out online and offline propaganda of the culture of energy saving and consumption reduction to enhance employees' awareness of energy saving, consumption reduction and fire safety.

為緩解配電運行壓力，保障園區用電安全，提升全員節能降耗意識，2021年9月金蝶深圳園區組織節能降耗宣傳活動，啟動大功率電器整治行動。其中2次大規模排查569個違規電器，通過9次收繳計109件。公司通過開展線上、線下節能降耗文化宣傳，提升員工節能降耗、消防安全意識。



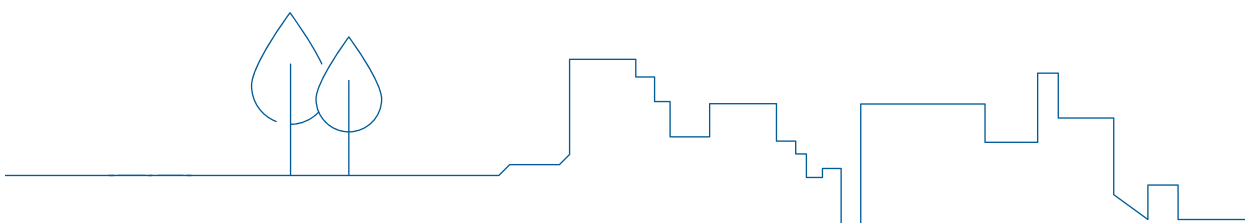
Figure: Energy saving and consumption reduction activities carried out in Shenzhen Kingdee Software Park
圖：深圳園區開展節能降耗活動



Figure: Establishment of Environmental Protection Ambassador
圖：環境保護大使成立



Figure: Communication Meeting of Environmental Protection Ambassador
圖：環境保護大使溝通會



7.2.2 Waste Management

Kingdee strictly complies with national laws and regulations on waste management. In the three parks of Kingdee in Beijing, Shanghai and Shenzhen, we follow the local regulations on waste and garbage management and have established a waste recycling process that complies with the regulations to collect and dispose of hazardous waste properly. We also effectively reduce waste generation through effective recycling and statistical weighing, thus reducing the negative impact on the environment.

7.2.2 廢棄物管理

金蝶嚴格遵守國家有關廢棄物管理的相關法律法規，在金蝶所屬的北京、上海與深圳三個園區內，均遵循當地廢棄物及垃圾分類管理條例，制定了符合法規的廢棄物回收流程，妥善收集並處置有害廢棄物，通過有效回收及統計稱重來有效減少廢棄物的產生，降低對環境的負面影響。

Beijing Park**北京園區**

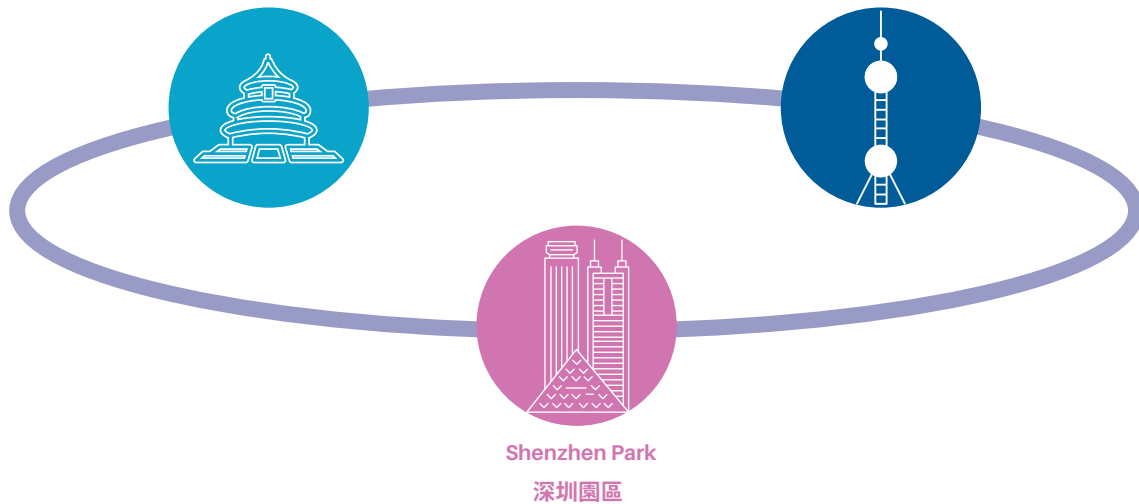
Monthly unified collection of hazardous waste by qualified personnel

由有資質的人員對有害廢棄物進行每月一次的統一回收

Shanghai Park**上海園區**

Implemented strict garbage classification, regular recycling and clearing at fixed points, and recycling of renewable resources; set up fixed hazardous waste collection points for regular collection by qualified third parties

垃圾嚴格分類，定點定期回收清運，回收可利用再生資源；設置固定有害垃圾回收點，由有資質的第三方對有害垃圾進行定時回收



According to the street garbage classification requirements of Shenzhen City, classified garbage, established garbage classification management ledgers, and took detailed notes of all kinds of domestic garbage recycling amounts and recycling records, and other related information for record retention and archiving; electronic and battery waste and other hazardous waste were stored and managed in a unified manner, and recycling units were contacted at scheduled time for regular cleaning

根據深圳市街道垃圾分類要求，對垃圾進行分類，建立垃圾分類管理台賬，詳細記錄各類生活垃圾回收量，回收記錄等有關情況並記錄存檔；其中對電子及電池廢棄物等有害垃圾，進行統一存放管理，定時聯繫回收單位進行定時清理



Figure: garbage classification and recycling

圖：垃圾分類回收

Table: Amount of hazardous waste generated in each park of Kingdee

表：金蝶各園區有害廢棄物產生量

Waste type 廢棄物類型	Unit 單位	2021 2021 年	2020 2020 年	2019 2019 年	2018 2018 年
Waste Electronic Equipment 廢舊電子設備	Piece 件	1,468	1,389	709	3,370
Waste Modulator Tube 廢舊燈管	Piece 件	1,516	1,146	1,662	2,601



7.3 Clean Technology

The Cloud system is characterized by concentrated and efficient operation of rearend servers, which can effectively reduce the energy consumption of independent unit computation and front-end allocation of server and other equipment in the enterprise. We keep promoting the cloud platform services and assist clients in reducing equipment and energy usage from a more macro perspective, thereby achieving resource savings and reducing the environmental impact of the enterprise.

In active response to the *Notice on Further Expanding the Pilot Work of Electronic Reimbursement, Bookkeeping and Filing of Electronic VAT Invoices* issued by the National Archives Administration, Ministry of Finance, Ministry of Commerce and State Taxation Administration, Kingdee has been vigorously implementing paperless reimbursement. On September 29, 2021, it officially launched integrated management of paperless reimbursement and electronic files to free employees from the printing of electronic invoices. Since launch, over 100,000 invoices of the Group have been handled in the system, reducing printed electronic invoices by 72%, the workload of image collection and file sorting by 43%, and saving nearly 100% of the paper consumption on bank receipts, accounting vouchers and file covers. and the total number of archive collections by around 60%. Statistics show that a total of 251,497 contracts on the Group's business management have been electronically signed, saving about 1,257,485 pieces of paper, electronization has been realized for the renewal agreements on partner cooperation, saving about 170,000 pieces of paper, and online human resources management has been achieved, saving about 48,996 pieces of paper. Moreover, the Group launched the intelligent internal reimbursement robot that integrated automatic document scanning and receipt inspection, image storage, bill checking and automatic filing in December, greatly reducing the use of paper, alleviating burdens and improving efficiency, which is environmentally friendly and energy saving. For external business, the coverage of the electronic invoices issued by the Headquarters of Kingdee China has increased from 70% to 90%, and from 46% to 97% in branches, greatly reducing printed and mailed invoices and providing more convenient services for customers, which is also environmentally friendly and energy saving.

7.3 清潔技術

雲系統具有後端服務器集中高效運作的特點，能夠有效降低獨立單位運算的能耗，並且減少企業在前端配置服務器和其他設備的能源消耗。我們不斷推進雲平台服務，從更宏觀的角度協助客戶減少設備和能源的使用，進而實現資源節約，降低企業的環境影響。

金蝶積極響應國家檔案局、財政部、商務部、稅務總局《關於進一步擴大增值稅電子發票電子化報銷、入賬、歸檔試點工作通知》，大力實施「無紙化」報銷。2021年9月29日，全集團正式上線無紙化報銷及電子檔案一體化管理，員工無需列印電子發票。系統上線以來，集團累計處理發票10萬余份，電子發票打印量減少72%，影像採集及檔案整理工作量減少43%，銀行回單、記賬憑證、檔案封面等紙質損耗節約近100%，整體檔案冊數減少約60%。據統計，集團各項業務管理採用電子簽署合同總數為251,497份，節約紙張約1,257,485張；夥伴加盟續簽協議電子化，節約紙張約170,000張；人力資源管理線上化，實現紙張節約48,996張。此外，12月我們集團內部上線了集單據自動化掃描、簽收查驗、影像儲存、票據核對及自動歸檔為一體的智能報銷機器人，大幅減少紙張的使用，減負提效，綠色節能。在對外業務中，金蝶中國總部提供的電子化發票，覆蓋率由70%上升為90%，分公司由46%上升至97%，大量減少發票的列印和郵寄，即為客戶提供了更為便捷的服務，同時節能高效。



Guanyi Cloud promoted retail digitization process

管易雲推動零售數字化進程

Chongqing Hondo Agricultural Group Co., Ltd. is a large-scale comprehensive agricultural development enterprise integrating technological R&D, animal husbandry, forage planting, feed production, beef cattle trading, slaughtering and processing, and cold chain transportation, and operating along the whole industry chain. On the path to digitalization, Hondo entered into in-depth cooperation with Guanyi Cloud and achieved great results: the need of "Hondo" for the unified online management of dozens of self-owned stores and omni-channel distributors was satisfied; 80% of "Hondo" orders was processed automatically, and 30% of logistics cost was saved and carbon emission was reduced in the transportation process while delivery time was improved by intelligently matching the optimal warehouse for delivery with the receiving address; integration of industry and finance was realized, smoothing the whole forward and backward process from e-commerce business documents to the generation of financial vouchers, and improving the work efficiency of financial staff by 80%; paperless operation in the warehouse was realized, reducing the use and waste of office paper, curbing the production of waste, and contributing to the green office.

重慶恒都農業集團有限公司是一家集科技研發、畜牧養殖、牧草種植、飼料生產、肉牛交易、屠宰加工和冷鏈運輸為一體全產業鏈運作的綜合性大型農業開發企業。在數字化道路上，恒都牛肉與管易雲深度合作，實現「恒都」對線上數十家自營店鋪及全渠道分銷商的統一管理需求；實現「恒都」80% 訂單的自動處理，通過收貨位址智能匹配最優發貨倉，在提升發貨時效的同時，物流成本節約 30%，降低運輸過程的碳排放；實現業財一體化，徹底打通了從電商業務單據到財務憑證生成的正逆向全流程，財務人員工作效率提升 80%；庫內無紙化作業，減少辦公紙張的使用和浪費，降低廢棄物的產生量，助力企業綠色辦公。

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

金蝶票據雲，助力企業實現無紙化財稅管控流程

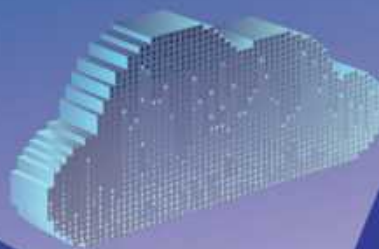
In 2021, we actively responded to the policy research and pilot work for the government's promoting the electronic invoice in Golden Tax Project Phase IV, and cooperated with the Ministry of Finance, the State Administration of Taxation, the Ministry of Commerce and the National Archives Administration to promote the pilot project of "Electronic Reimbursement, Entry and Filing of Electronic Invoice", helping some pilot enterprises accomplish the acceptance of the pilot projects of whole-process paperless financial and tax management, and the electronic accounting files application construction with the help of Kingdee Invoice Cloud. In addition, we provided more than 40,000 enterprises with paperless bill processing services such as order invoice issuing, invoice tax risk identification, procurement business document coordination, electronic filing and so on. The total number of invoices handled in the year was more than 50 million, up 80% year on year. This not only helped enterprises improve their work efficiency, but also greatly reduced the use and waste of paper, saving resource costs and promoting environmental protection.

2021 年，金蝶票據雲積極響應政府推行金稅四期電子發票的政策研究和試點工作，配合財政部、稅務總局、商務部和國家檔案局推動「電子發票電子化報銷入帳歸檔」試點，幫助部分試點企業完成了財稅全流程無紙化管理、電子會計檔案應用建設的試點驗收工作。與此同時，為超過 4 萬家企業提供各類訂單開票、票稅風險識別、採購業務單據協同、電子歸檔處理等無紙化票據處理服務，全年累計處理發票數量超過 5,000 萬份，同比增長 80%，不僅幫助企業提升了工作效率，同時也大幅減少紙張的使用與浪費，節約資源成本，更加環保。



Appendix

附錄



8 Overview of Sustainable Development Performance

8.1 List of Policies

8 可持續發展表現概述

8.1 政策列表

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
A Environment 環境	<i>Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution</i> 《中華人民共和國固體廢物污染環境防治法》 <i>Environmental Protection Law of the People's Republic of China</i> 《中華人民共和國環境保護法》 <i>Energy Conservation Law of the People's Republic of China</i> 《中華人民共和國節約能源法》	<i>Kingdee Operation Regulation and Measure for Energy Conservation and Consumption Reduction</i> 《金蝶節能減耗運行制度及措施》 <i>Kingdee Fixed Asset Management Regulation</i> 《金蝶固定資產管理制度》 <i>Rules for Management of Kingdee IT Electronic Assets</i> 《金蝶 IT 電子類資產管理細則》 <i>Kingdee Software Park Air Conditioning System Energy Conservation Operation and Management Regulation</i> 《金蝶軟件園空調系統節能運行管理規定》 <i>Regulations for Office Environment Improvement of Kingdee Software Park</i> 《金蝶軟件園辦公環境整治規範》 <i>Plan for Protection against Cold and Freezing Conditions in Cold Weather</i> 《防寒防凍低溫天氣預案》 <i>Emergency Measure for Guarding against Typhoon and Flood</i> 《防颱防汛應急措施》 <i>Energy-saving Operation Management System</i> 《節能運行管理制度》 <i>Management System for Water Consumption and Water Conservation</i> 《用水、節水管理制度》 <i>Management Measures for Kingdee Environmental Ambassador</i> 《金蝶環境大使管理辦法》
B1 Employment 僱傭	<i>Labor Law of the People's Republic of China</i> 《中華人民共和國勞動法》 <i>Labor Contract Law of the People's Republic of China</i> 《中華人民共和國勞動合同法》 <i>Interim Regulations on Labor Dispatch</i> 《勞務派遣暫行規定》 <i>Employment Promotion Law of the People's Republic of China</i> 《中華人民共和國就業促進法》 <i>Social Insurance Law of the People's Republic of China</i> 《中華人民共和國社會保險法》 <i>Provisions on the Prohibition of Using Child Labor of the People's Republic of China</i> 《中華人民共和國禁止使用童工規定》 <i>Law of the People's Republic of China on the Protection of Minors</i> 《中華人民共和國未成年人保護法》	<i>Kingdee Group Talent Recruitment Management Regulation</i> 《金蝶集團人才招聘管理制度》 <i>Kingdee Group Internship Management Requirements</i> 《金蝶集團實習生管理要求》 <i>Kingdee Tenure Standards Model</i> 《金蝶任職標準模型》 <i>Kingdee Job and Duty Manual</i> 《金蝶職位職責說明書》 <i>Kingdee Labor Dispatch Management Regulation</i> 《金蝶勞務派遣管理規定》 <i>Performance Management Measure</i> 《績效管理辦法》 <i>Kingdee Code of Conduct for Employees</i> 《金蝶員工行為準則》 <i>Excess Incentive Scheme</i> 《超額激勵辦法》 <i>Kingdee Procurement Management System</i> 《金蝶採購管理制度》 <i>Kingdee Outsourcing Management Measures</i> 《金蝶外包管理辦法》

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
B2 Health and Safety 健康與安全	<i>Labor Law of the People's Republic of China</i> 《中華人民共和國勞動法》 <i>Fire Control Law of the People's Republic of China</i> 《中華人民共和國消防法》 <i>Work Safety Law of the People's Republic of China</i> 《中華人民共和國安全生產法》 <i>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</i> 《中華人民共和國職業病防治法》 <i>Regulation on Work-Related Injury Insurance</i> 《工傷保險條例》 <i>Regulation on Supervision and Administration of Occupational Health in Workplaces</i> 《工作場所職業衛生監督管理規定》 <i>Provision on Report, Investigation and Treatment of Work Safety Accidents</i> 《生產安全事故報告和調查處理條例》	<i>Kingdee Code of Conduct for Employees</i> 《金蝶員工行為準則》
B3 Development and Training 發展及培訓	/	<i>Management Measures for Kingdee New Employees Training</i> 《金蝶新員工培訓管理方法》 <i>Mentor System for New Employees</i> 《新員工入職導師制》 <i>Kingdee Management Measures for Professional Programs Development</i> 《金蝶專業類課程開發管理辦法》 <i>Kingdee Management Measures for Lecturer</i> 《金蝶講師管理辦法》 <i>Kingdee Management Measures for Software Employee Training</i> 《金蝶軟件員工培訓管理辦法》 <i>Management Measures for Employee Professional Skill Training</i> 《員工專業技能培訓管理辦法》 <i>Kingdee Rotation Management Measure</i> 《金蝶輪崗管理辦法》 <i>Kingdee Job and Duty Manual</i> 《金蝶職位職責說明書》 <i>Operation Guidance</i> 《營運指南》
B5 Supply Chain Management 供應鏈管理	<i>The Bidding Law of the People's Republic of China</i> 《中華人民共和國招標投標法》	<i>Kingdee Rules on Tendering Management</i> 《金蝶招標管理細則》 <i>Kingdee Rules on Supplier Management</i> 《金蝶供應商管理細則》 <i>Kingdee Procurement Management System</i> 《金蝶採購管理制度》 <i>Kingdee Rules on Procurement Merchandise Catalog</i> 《金蝶採購商品目錄管理細則》 <i>Guide Book of Operation Management of Kingdee Channels in China</i> 《金蝶中國渠道營運管理指導手冊》 <i>Annual Appraisal Measures for Outstanding Chinese Partners of Kingdee</i> 《金蝶中國合作夥伴年度評優辦法》 <i>Management Measures for Punishment of Kingdee Ecological Partners in Violation of Rules</i> 《金蝶生態合作夥伴違規處罰管理辦法》 <i>Kingdee Partner Agreement</i> 《金蝶合作夥伴協議》

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
B6 Product Responsibility 產品責任		Kingdee Customer Complaint Management Regulations 《金蝶客戶投訴管理辦法》 Kingdee Code of Business Conduct 《金蝶商業行為準則》 Kingdee Management Measures for Trademarks 《金蝶商標管理辦法》 Kingdee Ruling and Treatment Process of Conflicts between Chinese Partners 《金蝶中國夥伴間衝突事宜裁決及處理流程》 Technical Support Job Specifications 《技術支持崗位工作規範》 Work Order Processing Specification 《工單處理規範》 Management Approach of Kingdee Customer Product Requirements Feedback 《金蝶客戶產品需求反饋管理辦法》 Management Measures for Assets of Kingdee KIS Customers 《金蝶 KIS 客戶資產管理辦法》 Management System for Business Opportunities of Kingdee KIS 《金蝶 KIS 商機管理制度》 Kingdee Product Safety Management Measures 《金蝶產品安全管理辦法》 Kingdee Standards for Product Safety 《金蝶產品安全規範》 Kingdee Security Product Emergency Response Plan 《金蝶安全產品應急預案》 Kingdee Management Measures for Research and Development of Product Safety 《金蝶產品安全研發管理辦法》 Telemarketing Business Management Measures of Headquarters Marketing Department 《總部市場部電話營銷業務管理辦法》 Kingdee Software (China) Co., Ltd. (4008-830-830) Hotline Specialist Manual 《金蝶軟件(中國)有限公司(4008-830-830)熱線專員工作手冊》 Kingdee Service Code of Conduct 《金蝶服務行為規範》 Kingdee Requirements for Protection of Production Data 《金蝶生產數據安全保護要求》 Kingdee Management Measures for Client Data Security 《金蝶客戶數據安全管理辦法》 Kingdee Information Security Manual for Employees 《金蝶員工數據安全手冊》 Management Measures for Protection of Information Assets 《信息資產保護管理辦法》 Management Measures for Source Code Security 《源代碼安全管理辦法》 Kingdee Internet Operation and Maintenance Quality Management System 《金蝶互聯網運維質量管理制度》 Kingdee Internet Operation and Maintenance Management Rules 《金蝶互聯網運維管理細則》 IaaS Public Cloud Management Standard 《IaaS 公有雲管理規範》 Kingdee Management Measures for Copyright 《金蝶著作權管理辦法》 Kingdee Management Measures for Trademark 《金蝶商標管理辦法》
	Constitution of the People's Republic of China 《中華人民共和國憲法》 Civil Code of the People's Republic of China 《中華人民共和國民法典》 Trademark Law of the People's Republic of China 《中華人民共和國商標法》 Advertising Law of the People's Republic of China 《中華人民共和國廣告法》 Product Quality Law of the People's Republic of China 《中華人民共和國產品質量法》 Law of the People's Republic of China on Consumer Protection 《中華人民共和國消費者權益保護法》 Cybersecurity Law of the People's Republic of China 《中華人民共和國網絡安全法》	

ESG index ESG 指標	Laws and regulations/Policies 法律法規 / 政策	Internal policies 內部政策
B6 Product Responsibility 產品責任	Intellectual Property Law of the People's Republic of China 《中華人民共和國知識產權法》 Tort Law of the People's Republic of China 《中華人民共和國侵權責任法》 Data Security Law of the People's Republic of China 《中華人民共和國數據安全法》 Personal Information Protection Law of the People's Republic of China 《中華人民共和國個人信息保護法》 Patent Law of the People's Republic of China 《中華人民共和國專利法》 Copyright Law of the People's Republic of China 《中華人民共和國著作權法》 Anti-Unfair Competition Law of the People's Republic of China 《中華人民共和國反不正當競爭法》	Kingdee Management Measures for Patents 《金蝶專利管理辦法》 Kingdee Management Measures for Internet Security Operation and Maintenance 《金蝶互聯網安全運維管理辦法》 Kingdee Disciplinary Regulations 《金蝶紀律處分條例》 Kingdee Management Measures for Operation of Upgrade of Cloud for Regular Customer in China 《金蝶中國老用戶端升雲經營管理辦法》 Kingdee Management Measures for Authorization and Authentication of Service Partners 《金蝶授權認證服務夥伴管理辦法》 2021 Management Measures for Operation of CSO (Customer Success Office) 《2021 年 CSO（客戶成功辦公室）經營管理辦法》 Kingdee Management Measures for the Customer Success Plan and the Sales of Professional Services and Products 《金蝶客戶成功計劃及專業服務產品銷售管理辦法》 Kingdee Guide to Customer Success 《金蝶客戶成功指南》 Kingdee Management Measures for the Sales of EAS Services and Products 《金蝶 EAS 服務產品及銷售管理辦法》 Kingdee Management Measures for KIS Services and Products and Sales 《金蝶 KIS 服務產品及銷售管理辦法》 Kingdee Management Measures for Delivery of Services 《金蝶服務交付管理辦法》 Kingdee Safety Management Standards for Open Sources and the Third Party Software 《金蝶開源及第三方軟件安全管理規範》 Rules on Intellectual Properties for Application of Materials 《素材應用知識產權守則》 Kingdee Huawei Project Delivery Information Security Management Regulations 《金蝶華為項目交付信息安全管理規定》
B7 Anti-Corruption 反貪污	Criminal Law of the People's Republic of China 《中華人民共和國刑法》	Kingdee Disciplinary Regulations 《金蝶紀律處分條例》 Kingdee Standards for Commercial Activities 《金蝶商業行為準則》 Labor Contract 《勞動合同》

8.2 List of Key Performance Indexes

8.2 關鍵績效指標列表

ESG Indicators ESG 指標	Unit 單位	2021 Data 2021 年數據	2020 Data 2020 年數據	2019 Data 2019 年數據
A1. Emissions A1. 排放物				
A1.2 Greenhouse gas emission and intensity A1.2 溫室氣體排放量及密度				
Greenhouse gas emission (Scope 1 & Scope 2) 溫室氣體排放量 (範疇一 & 範疇二)	Tonnes of CO ₂ e 噸二氧化碳當量	6,690	9,462	8,092
Greenhouse gas emission intensity (per million business volume) 溫室氣體排放密度 (每百萬營業額)	Tonnes of CO ₂ e/million operating revenue 噸二氧化碳當量 / 百萬營業收入	1.60	2.82	2.43
Greenhouse gas emission intensity (per m ²) 溫室氣體排放密度 (每平方米)	Tonnes / m ² 噸 / 平方米	0.07	0.108	0.102
A1.3&1.4 Waste A1.3 & A1.4 廢棄物				
Used and scrap electronic equipment (company-wide equipment) 廢舊電子設備 (包括全公司)	Pcs 件	1,468	1,389	709
Waste lamps 廢舊燈管	Pcs 根	1,516	1,146	1,662
A2 Use of Resources A2 資源使用				
A2.1 Total energy consumption and intensity A2.1 能源總耗量及密度				
Gasoline 汽油	Litre 升	209,289	39,893	51,354
Outsourced electricity 外購電力	kWh 千瓦時	10,155,040	11,097,476	10,989,715
Electricity Use Intensity 電力使用密度	kWh/m ² 千瓦時 / 平方米	113.76	127.20	138.71
A2.2 Water consumption and intensity A2.2 水資源消耗量及密度				
Total water consumption 總耗用水	m ³ 立方米	164,222	134,518	120,044
Water used intensity 用水密度	m ³ /m ² 立方米 / 平方米	1.84	1.54	1.52

Notes:

The environmental data for the year 2021 covers emissions, resource consumption and carbon emissions generated within the scope of Kingdee's business, and does not include environmental data from other companies or enterprises in the leased portion of the software park.

Carbon emissions refer only to carbon dioxide emissions and do not include the types of greenhouse gases such as methane and nitrous oxide emitted by other emission sources.

Based on the content of Kingdee International's business, emissions from its operations, including emissions of nitrogen oxides, sulfur oxides and other pollutants regulated by national laws and regulations, are insignificant.

According to the ISO 14064 greenhouse gas auditing standard, direct greenhouse gas emissions (Scope 1) are from sources directly owned and controlled by the organization, such as greenhouse gas emissions from its own transportation; indirect greenhouse gas emissions (Scope 2) are from indirect sources of energy, such as greenhouse gas emissions from purchased electricity.

According to the Guide (Trial) to Accounting and Reporting Methods for Enterprise Greenhouse Gas Emission in Other Industries, the carbon dioxide is accounted, in which the factor of emission from outsourced electricity is based on the Benchmark Emission Factor of Regional Grids in China published by South Regional Grid on a yearly basis.

註：

2021年度全年環境數據涵蓋金蝶業務範圍內所產生的排放物、資源消耗和碳排放量，不包含軟件園其他公司或企業外租部分的環境數據。

碳排放量僅指二氧化碳排放量，不包含其他排放源所排放的甲烷、氧化亞氮等溫室氣體類型。

基於金蝶國際的業務內容，其在運作過程中所產生的廢氣排放，包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物排放並不顯著。

根據ISO 14064溫室氣體審計標準，直接溫室氣體排放（範疇一）針對直接來自於組織所擁有及控制的排放源，如自身所擁有的交通工具的額排放；間接溫室氣體排放（範疇二）針對能源間接排放源，如外購電力而造成的溫室氣體排放。

根據國家發改委的《工業其他行業企業溫室氣體排放核算方法及報告方法指南（試行）》對二氧化碳進行核算，其中外購電力排放因數採用南方區域電網基於每年發佈的《中國區域電網基準線排放因數》）。

ESG Indicators ESG 指標		Unit 單位	2021 Data 2021 年數據	2020 Data 2020 年數據	2019 Data 2019 年數據
B1 Employment B1 僱傭					
B1.1 Total workforce by gender, employment type, age group and geographical region B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數					
	Total number of employees 員工總人數	Person 人	11,588	10,663	8,903
By gender 按性別劃分	Males 男性員工	Person 人	7,579	7,069	5,830
	Females 女性員工	Person 人	4,009	3,594	3,073
By employment type 按僱員類型劃分	Managerial staff 管理線員工	Person 人	1,477	1,334	1,795
	Specialty staff 專業線員工	Person 人	10,111	9,329	7,108
By educational background 按學歷劃分	Associate degree and below 專科及以下	Person 人	1,245	1,279	1,346
	Bachelor's Degree 本科	Person 人	9,441	8,624	6,950
	Master's Degree and above 研究生及以上	Person 人	902	760	607
By age 按年齡劃分	Aged 29 and below 29 歲及以下	Person 人	5,033	5,322	4,496
	Aged 30-49 30-49 歲	Person 人	6,437	5,228	4,308
	Aged 50 and above 50 歲或以上	Person 人	118	113	99
By geographical region 按地區劃分	Mainland China 中國大陸	Person 人	11,542	10,625	8,869
	Hongkong, Macau & Taiwan 港澳台	Person 人	45	36	32
	Overseas 海外	Person 人	1	2	2
Other type 其他類別	Employees on maternity leave, pending maternity leave 處於產假、待產假僱員	Person 人	61	49	74

ESG Indicators ESG 指標		Unit 單位	2021 Data 2021 年數據	2020 Data 2020 年數據	2019 Data 2019 年數據
B1 Employment B1 僱傭					
B1.1 Total workforce by gender, employment type, age group and geographical region B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數					
Other type 其他類別	Staff back to work after maternity leave 產假後復職僱員	Person 人	178	164	54
	Staff eligible for retirement within next five years 未來五年內合資格退休僱員	Person 人	33	113	32
B1.2 Employee turnover rate by gender, age group, and geographical region B1.2 按性別、年齡組別及地區劃分的僱員流失比率僱員					
By gender 按性別劃分	Total of employee turnover 員工流失總數	Person 人	2,924	2,211	1,981
	Males 男性員工	Person 人	1,975	1,496	1,355
	Females 女性員工	Person 人	949	715	626
By employment type 按僱員類型劃分	Managerial staff 管理線員工	Person 人	129	92	133
	Specialty staff 專業線員工	Person 人	2,795	2,119	1,848
By gender 按性別劃分	Staff employed in this current year 本年度入職員工	Person 人	3,851	3,973	3,101
	Males 男性員工	Person 人	2,487	2,737	2,073
	Females 女性員工	Person 人	1,364	1,236	1,029
By employee type 按僱員類型劃分	Managerial staff 管理線員工	Person 人	13	2	262
	Specialty staff 專業線員工	Person 人	3,838	3,971	2,840
B2. Health and Safety B2. 健康與安全					
B2.1 Number and rate of work-related fatalities B2.1 因工作關係而死亡的人數及比率					
	Number of work-related deaths 因工作關係死亡人數	Person 人	0	0	0
	Number of work-related injuries 工傷次數	Times 次	2	0	2

ESG Indicators ESG 指標	Unit 單位	2021 Data 2021 年數據	2020 Data 2020 年數據	2019 Data 2019 年數據
B2. Health and Safety B2. 健康與安全				
B2.2 Lost days due to work injuries B2.2 因工傷損失工作日數				
Total number of days lost due to work-related injuries 因工傷損失總日數	Day 天	55	0	30
B3. Development and Training B3. 發展與培訓				
B3.1 The times of employee trained by gender, employee type, and training type B3.1 按性別、僱員類型、培訓類型劃分的受訓次數				
Total times of training 總受訓次數	Person-time 人次	5,385	-	-
By gender 按性別劃分	Times of male staff training 男性員工受訓次數	2,926	-	-
	Times of female staff training 女性員工受訓次數	2,459	-	-
By employee type 按僱員類型劃分	Times of managerial staff training 管理線員工受訓次數	515	-	-
	Times of specialty staff training 專業線員工受訓次數	4,870	-	-
By training type 按訓練類型劃分	Leadership Training 領導力培訓	340	-	-
	Job Qualification Training 任職資格培訓	203	-	-
	New Employee Training 新員工培訓	1,188	-	-
	Featured Special Training 特色專項培訓	3,654	-	-
B3.2				
Total training hours of the staff 全體員工總受訓時數	Hour 小時	36,697	100,972	56,742.1
By gender 按性別劃分	Training hours for male employees 男性員工受訓練時數	20,679	64,508.5	40,147.6
	Training hours for female employees 女性員工受訓練時數	16,018	36,463	16,594.5

ESG Indicators ESG 指標		Unit 單位	2021 Data 2021 年數據	2020 Data 2020 年數據	2019 Data 2019 年數據
B3. Development and Training B3. 發展與培訓					
B3.2					
By employee type 按僱員類型劃分	Training hours for managerial staff 管理線員工受訓練時數	Hour 小時	9,507	10,566.5	8,463
	Training hours for specialty staff 專業線員工受訓練時數	Hour 小時	27,190	90,405	48,279.2
By training type 按訓練類型劃分	Leadership Training 領導力培訓	Hour 小時	293	-	-
	Job Qualification Training 任職資格培訓	Hour 小時	104	-	-
	New Employee Training 新員工培訓	Hour 小時	155	-	-
	Featured Special Training 特色專項培訓	Hour 小時	160	-	-
B3.3					
	Average training hour 平均受訓時數	Hour/person 小時 / 人	6.81	9.47	6.37
By gender 按性別劃分	Average training hour for male employees 男性員工平均受訓時數	Hour/person 小時 / 人	7.07	9.13	6.89
	Average training hour for female employees 女性員工平均受訓時數	Hour/person 小時 / 人	6.51	10.15	5.40
By employee type 按僱員類型劃分	Average training hour for managerial staff 管理線員工平均受訓時數	Hour/person 小時 / 人	18.46	7.92	4.71
	Average training hour for specialty staff 專業線員工平均受訓時數	Hour/person 小時 / 人	5.58	9.69	6.79
B5. Supplier management B5. 供應商管理					
B5.1					
By geographical region 按地區劃分	China 中國	Entity 個	352	407	420
	Overseas 海外	Entity 個	0	0	2

ESG Indicators ESG 指標		Unit 單位	2021 Data 2021 年數據	2020 Data 2020 年數據	2019 Data 2019 年數據
B6. Product Responsibility B6. 產品責任					
B6.1	Number of quality accidents identified 質量事故認定數	Case 宗	4	4	0
B6.2					
	Total complaints 總投訴數量	Case 宗	683	790	1,252
By means of complaint 按投訴方式劃分	Complaints hotline 投訴電話	Case 宗	541	587	1,037
	Complaints email 投訴郵件	Case 宗	6	5	11
	Official letter 公函	Case 宗	3	4	2
	Weibo 微博	Case 宗	0	0	3
	President's mailbox 總裁信箱	Case 宗	0	-	-
By means of complaint 按投訴方式劃分	Xu Shaochun's personal official account 徐少春個人公眾號	Case 宗	133	194	197
	Online customer Service 在線客服	Case 宗	0	-	1
	Consumer complaint platform 消費投訴平台	Case 宗	0	-	1
B7. Anti-corruption B7. 反貪腐					
B7.1					
	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period. 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目	Case 件	0	0	-
B7.3 Anti-corruption training 反貪腐培訓					
	Number of directors participating in the anti-corruption training 參與反貪腐培訓的董事人數	Person 人	2	-	-
	Number of hours of directors' participation in the anti-corruption training 董事參與反貪腐培訓的小時數	Hour 小時	2	-	-
	Number of employees participating in the anti-corruption training 參與反貪腐培訓的員工人數	Person 人	10,318	-	-
	Number of hours of employees' participation in the anti-corruption training 員工參與反貪腐培訓的小時數	Hour 小時	6,018	-	-
B8.2					
	Resources utilized in the focused scope 在專注範疇所動用資源	RMB 元	80,000	-	-

8.3 Index to Environmental, Social and Governance Reporting Guide

8.3 《環境、社會及管治報告指引》內容索引

Topic 議題	Guiding requirement 指引要求	Report chapter 報告章節	Remarks 備註
A. Environment A. 環境			
A1 Emissions A1 排放物	General Disclosure 一般披露 Key Performance Index A1.2, A1.3, A1.4, A1.5, A1.6 關鍵性績效指標 A1.2, A1.3, A1.4, A1.5, A1.6	7.2 Environmentally-Friendly Operations 7.2 環保營運 7.2.2 Waste Management 7.2.2 廢棄物管理	Gas emission is not important to operation of the Company. Therefore A1.1 does not apply 氣體排放對公司的營運而言並非重要範疇，故 A1.1 不適用
A2 Use of Resources A2 資源使用	General Disclosure 一般披露 Key Performance Index A2.1, A2.2, A2.3 A2.4 關鍵性績效指標 A2.1, A2.2, A2.3, A2.4	7.2 Environmentally-Friendly Operations 7.2 環保營運 7.2.1 Energy and Resource Use 7.2.1 能源與資源使用 7.2.2 Waste Management 7.2.2 廢棄物管理	Packaging material is not needed for products in the prime businesses of the Company. Therefore A2.5 does not apply 公司主營業務的產品不需使用包裝材料，故 A2.5 不適用
A3 The Environmental and Natural Resources A3 環境及天然資源	General Disclosure 一般披露 Key Performance Index A3.1 關鍵性績效指標 A3.1	7.2.1 Energy and Resource Use 7.2.1 能源與資源使用	
A4 Climate Change A4 氣候變化	General Disclosure 一般披露 Key Performance Index A4.1 關鍵性績效指標 A4.1	7.1 Climate Change Response 7.1 氣候變化應對	
B1 Employment B1 僱傭	General Disclosure 一般披露 Key Performance Index B1.1, B1.2 關鍵性績效指標 B1.1, B1.2	5.1 Talent Management 5.1 人才管理	
B2 Health and Safety B2 健康與安全	General Disclosure 一般披露 Key Performance Index B2.1, B2.2, B2.3 關鍵性績效指標 B2.1, B2.2, B2.3	5.2.2 Employee Care 5.2.2 員工關懷	
B3 Development and Training B3 發展與培訓	General Disclosure 一般披露 Key Performance Index B3.1, B3.2 關鍵性績效指標 B3.1, B3.2	5.3 Talent Development 5.3 人才發展	
B4 Labour Standards B4 勞工準則	General Disclosure 一般披露 Key Performance Index B4.1, B4.2 關鍵性績效指標 B4.1, B4.2	5.1 Talent Management 5.1 人才管理	

Topic 議題	Guiding requirement 指引要求	Report chapter 報告章節	Remarks 備註
A. Environment A. 環境			
B5 Supply Chain Management B5 供應鏈管理	General Disclosure 一般披露 Key Performance Index B5.1, B5.2, B5.3, B5.4 關鍵性績效指標 B5.1, B5.2, B5.3, B5.4	6.2.1 Supply Chain Management 6.2.1 供應鏈管理	
B6 Product Responsibility B6 產品責任	General Disclosure 一般披露 Key Performance Index B6.2, B6.3, B6.4, B6.5 關鍵性績效指標 B6.2, B6.3, B6.4, B6.5	4.3 Protecting Intellectual Property 4.3 保護知識產權 4.4 Excellent Service 4.4 卓越服務	B6.1 is not applicable to business of the Company and therefore is not disclosed B6.1 不適用於公司業務，故不披露
B7 Anti-corruption B7 反貪污	General Disclosure 一般披露 Key Performance Index B7.1, B7.2, B7.3 關鍵性績效指標 B7.1, B7.2, B7.3	3.3 Business Code of Conduct 3.3 商業行為準則	
B8 Community Investment B8 社區投資	General Disclosure 一般披露 Key Performance Index B8.1, B8.2 關鍵性績效指標 B8.1, B8.2	3.2 Kingdee Philosophy 3.2 金蝶哲學 5.4.1 Innovation and Entrepreneurship Culture 5.4.1 創新創業文化 5.4.2 Culture of Sports 5.4.2 運動文化 6.1.1 China Management Model Research (CMMR) 6.1.1 中國管理模式研究 6.1.2 CFO Acting in All Conscience Research Institute 6.1.2 CFO 致良知研究院 6.3 Charity 6.3 公益慈善	

8.4 Index to Codes of Global Reporting Initiative (GRI) - Core Options

8.4 全球報告倡議組織 (GRI) 準則內容索引 – 核心選項

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
General Standard Disclosure 一般標準披露			
Overview 機構概況			
102-1	Name of the Organization 機構名稱	2 About Kingdee 2 關於金蝶	
102-2	Activity, Brand, Product and Service 活動、品牌、產品及服務	2 About Kingdee 2 關於金蝶	
102-3	Location of Headquarters 機構總部的所在地	2 About Kingdee 2 關於金蝶	Shenzhen 深圳
102-4	Operational Activity Venues 營運活動地點	2 About Kingdee 2 關於金蝶	China 中國
102-5	Ownership and Legal Form 所有權與法律形式	2 About Kingdee 2 關於金蝶	Limited Liability Company listed on SEHK 有限公司，在香港聯合交易所上市
102-6	Service Market 服務的市場	2 About Kingdee 2 關於金蝶	
102-7	Scale of Organization 機構規模	2 About Kingdee 2 關於金蝶	
102-8	Information on employee and other workers 員工及其他工作者的資料	5.1 Talent Management 5.1 人才管理	
102-9	Description of Supply Chain 對供應鏈的描述	6.2 Multi-Win Cooperation 6.2 多方共贏	
102-10	Significant Changes to the Organization and Its Supply Chain 組織及其供應鏈的重大變化	Not applicable 不適用	No significant change 沒有重大變化
102-11	Tell How to Act Meticulously 講述如何按謹慎的方針行事	3.3 Business Code of Conduct 3.3 商業行為準則 4.4 Excellent Service 4.4 卓越服務 6.2 Multi-Win Cooperation 6.2 多方共贏 5.1 Talent Management 5.1 人才管理	
102-12	External initiatives 外部倡議	3.3 Business Code of Conduct 3.3 商業行為準則 4.4 Excellent Service 4.4 卓越服務 6.2 Multi-Win Cooperation 6.2 多方共贏 5.1 Talent Management 5.1 人才管理	
102-13	Membership of association 參與的組織	9 About this report 9 關於本報告 3.1.1 ESG Strategy and Governance 3.1.1 ESG 戰略與管治	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
General Standard Disclosure 一般標準披露			
Strategy 策略			
102-14	Statement of Decision Makers 決策者的聲明	1 Message from the President 1 主席寄語	
Ethic and integrity 道德與誠信			
102-16	Values, principles, standards, and norms of behavior 描述機構的價值觀、原則、標準和行為規範	1 Message from the President 1 主席寄語 3.2 Kingdee Philosophy 3.2 金蝶哲學 5.4.1 Innovation and Entrepreneurship Culture 5.4.1 創新創業文化 5.4.2 Culture of Sports 5.4.2 運動文化	
Governance 管治			
102-18	Governance structure 管治架構	3.1.1 ESG Strategy and Governance 3.1.1 ESG 戰略與管治	
Stakeholder engagement 與利益相關方溝通			
102-40	Stakeholders contacted by the organization 機構接觸的利益相關方	3.1.2 Stakeholder Identification and Communication 3.1.2 利益相關方識別與溝通	
102-41	Collective bargaining agreement 集體談判協議	Not applicable 不適用	All employees have joined the union 所有員工已加入工會
102-42	The basis for identifying and selecting stakeholders with whom to engage 識別和選擇利益相關方的基準	3.1.2 Stakeholder Identification and Communication 3.1.2 利益相關方識別與溝通	The benchmark for identifying stakeholders is their interaction with the day-to-day operations of the Group 識別利益相關方的基準是他們與集團日常運作的相互影響
102-43	Approach to stakeholder engagement 與利益相關方溝通的方式	3.1.2 Stakeholder Identification and Communication 3.1.2 利益相關方識別與溝通	No significant change 沒有重大變化
102-44	Key topics and concerns that have been raised through stakeholder engagement 利益相關方提出的關鍵議題和關注事項	3.1.2 Stakeholder Identification and Communication 3.1.2 利益相關方識別與溝通	No significant change 沒有重大變化
Reporting practice 匯報實務			
102-45	Entities included in the financial statements; mention entities not included in the report 財務報表包含的實體；提及本報告沒有涵蓋的實體	9 About this report 9 關於本報告	
102-46	Defining report content and topic Boundaries 界定報告內容和議題邊界	9 About this report 9 關於本報告	
102-47	List of material topics 重大性議題列表	3.1.3 Significance Issue Identification 3.1.3 重要性議題識別	
102-48	Restatements of information 為何重申某些在之前的報告已提及的數據，以及此舉的作用	Not applicable 不適用	
102-49	Significant changes from previous reporting periods in the list of material topics and topic Boundaries 報告範圍 / 範疇界限的重大改變	9 About this report 9 關於本報告	No significant changes in reporting scope and boundaries 報告範疇及界限無重大改變

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
General Standard Disclosure 一般標準披露			
Reporting practice 匯報實務			
102-50	Reporting period 報告期	9 About this report 9 關於本報告	
102-51	Date of most recent report 上一份報告的日期	Not applicable 不適用	Please refer to Kingdee International's 2020 Environmental, Social and Governance Report 請參閱金蝶國際 2020 年環境、社會及管治報告
102-52	Reporting Cycle 報告週期	9 About this report 9 關於本報告	
102-53	Contact point for questions regarding the report 聯絡資料	9 About this report 9 關於本報告	
102-54	Claims of reporting in accordance with GRI Standards 依循的 GRI 選項	9 About this report 9 關於本報告	
102-55	GRI content index GRI 內容索引	8.4 GIndex to Codes of Global Reporting Initiative (GRI) 8.4 全球報告倡議組織 (GRI) 準 則內容索引	Core Options 核心選項
102-56	External assurance 外界認證	Not applicable 不適用	
Management Approach 管理方式			
103-1	Explanation of the material topic and its Boundary 解釋重大議題的描述及邊界	3.1.3 Significance Issue Identification 3.1.3 重要性議題識別	
103-2	The management approach and its components 管理方式及其要素	3.1.1 ESG Strategy and Governance 3.1.1 ESG 戰略與管治	
103-3	Evaluation of the management approach 管理方法的評估	3.1.1 ESG Strategy and Governance 3.1.1 ESG 戰略與管治	
Economic Topics 經濟議題			
Economic Performance 經濟表現			
Management Approach 管理方法		4.4 Excellent Service 4.4 卓越服務	
201-1	Direct economic value generated and distributed 組織所產生及分配的直接經濟價值	4.1 Technology Innovation 4.1 技術創新	
Indirect Economic Impacts 間接經濟影響			
Disclosure Management Method 披露管理方法		6.3 Charity 6.3 公益慈善	
203-1	Extent of development of significant infrastructure investments and services supported 開展基礎設施投資與支持性服務	6.3 Charity 6.3 公益慈善	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
Economic Topics 經濟議題			
Procurement Practices 採購實務			
Disclosure Management Method 披露管理方法		6.2 Multi-Win Cooperation 6.2 多方共贏	
204-1	Percentage of purchasing expenditure from local suppliers 來自當地供應商採購的支出比例	6.2 Multi-Win Cooperation 6.2 多方共贏	Divided into domestic and overseas suppliers 分為國內和海外供應商兩類
Environmental Topics 環境議題			
Energy 能源			
Disclosure Management Method 披露管理方法		7.2.1 Energy and Resource Use 7.2.1 能源與資源使用	
302-1	Energy consumption within the organization 組織內部的能源消耗量	7.2.1 Energy and Resource Use 7.2.1 能源與資源使用	
302-3	Energy Intensity 能源強度	7.2.1 Energy and Resource Use 7.2.1 能源與資源使用	
Water 水			
Disclosure Management Method 披露管理方法		7.2.1 Energy and Resource Use 7.2.1 能源與資源使用	
303-1	Total water intake by source 依來源劃分的總取水量	7.2.1 Energy and Resource Use 7.2.1 能源與資源使用	Within the scope of the report, municipal water supply is the only source of water intake in each location 報告範圍內，各地市政供水是唯一的取水源
Emissions 排放			
披露管理方法 Disclosure Management Method		7.1 Climate Change Response 7.1 氣候變化應對	
305-1	Direct greenhouse gas emissions (scope 1) 直接溫室氣體排放（範疇一）	7.1 Climate Change Response 7.1 氣候變化應對	The business scope of Kingdee does not have large-scale direct greenhouse gas emissions, so it is not applicable 金蝶業務範圍不存在大規模的直接溫室氣體排放，故不適用
305-2	Indirect greenhouse gas emissions (scope 2) 能源間接溫室氣體排放量（範疇二）	7.1 Climate Change Response 7.1 氣候變化應對 7.2.1 Energy and Resource Use 7.2.1 能源與資源使用	
Sewage 污水廢棄物			
披露管理方法 Disclosure Management Method		7.2.2 Waste Management 7.2.2 廢棄物管理	
306-4	Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste 按類別及處置方法劃分的廢棄物總重量	7.2.2 Waste Management 7.2.2 廢棄物管理	
Social Topics 社會議題			
Employment 僱傭			
Disclosure Management Method 披露管理方法		5.1 Talent Management 5.1 人才管理	
401-1	New employee hires and employee turnover 新入職員工和離職員工	5.1 Talent Management 5.1 人才管理	

GRI Code Index GRI 準則指標	Details 詳情	Source 引用	Remarks 備註
Social Topics 社會議題			
Occupational Health and Safety 職業健康與安全			
Disclosure Management Method 披露管理方法		5.2.2 Employee Care 5.2.2 員工關懷	
Training and Education 培訓與教育			
Disclosure Management Method 披露管理方法		5.3 Talent Development 5.3 人才發展	
404-1	Average hours of training per year per employee 每名員工每年接受訓練的平均時數	5.3 Talent Development 5.3 人才發展	
Local Community 本地社區			
Disclosure Management Method 披露管理方法		6.1.1 China Management Model Research (CMMR) 6.1.1 中國管理模式研究 6.1.2 CFO Acting in All Conscience Research Institute 6.1.2 CFO 致良知研究院 6.3 Charity 6.3 公益慈善	
413-1	Operations with local community engagement, impact assessments, and development programs 進行社區參與、社會影響評估及社區發展計劃的營運活動	6.1.1 China Management Model Research (CMMR) 6.1.1 中國管理模式研究 6.1.2 CFO Acting in All Conscience Research Institute 6.1.2 CFO 致良知研究院 6.3 Charity 6.3 公益慈善	
Customer Health and Safety 顧客健康與安全			
Disclosure Management Method 披露管理方法		4.4 Excellent Service 4.4 卓越服務	
416-1	Incidents of non-compliance concerning the health and safety impacts of products and services 違反有關產品及服務的健康和安全法規的事件	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生有關事件
Customer Privacy 客戶隱私			
Disclosure Management Method 披露管理方法		4.4 Excellent Service 4.4 卓越服務 4.2.1 Information security and privacy protection 4.2.1 信息安全與隱私保障	
418-1	Total number of substantiated complaints received concerning breaches of customer privacy and losses of customer data 經證實與侵犯顧客隱私權或遺失顧客資料有關的投訴次數	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生有關事件
Regulation Abidance 遵守法規			
Disclosure Management Method 披露管理方法		8.1 List of Policies 8.1 政策列表	
307-1	Non-compliance with environmental laws and regulations 違反環境方面的法律和規定	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生違規事件
419-1	Non-compliance with laws and regulations in the social and economic area 違反社會方面的法律和規定	Not applicable 不適用	No violations occurred during the reporting period 報告期內沒有發生違規事件

9 About this report

9.1 Overview

This report is an annual environmental, social and governance report published by Kingdee International Software Group Company Limited (hereinafter referred to as "the ESG Report"), disclosing the key facts about the concepts, significant progress and performance of Kingdee International Software Group Company Limited and its holding companies (collectively referred to as "the Company") on environment, economy, employment and community, based on the principles of materiality, quantification, balance and consistency. The reporting period is from January 1, 2021 to December 31, 2021.

This is the fifth year that the Company has voluntarily released its Environmental, Social and Governance (ESG) report to the public.

9 關於本報告

9.1 概覽

本報告是金蝶國際軟件集團有限公司發佈的年度環境、社會及管治報告（簡稱「ESG」報告），秉承重要性、量化、平衡及一致性的原則，重點披露金蝶國際軟件集團有限公司及其控股公司（統稱「本公司」）在環境、經濟、僱傭及社區方面的理念、重要進展和成效，報告期為二零二一年一月一日至二零二一年十二月三十一日。

此報告為本公司第五年主動向社會發佈的環境、社會及管治（ESG）報告。

9.2 Standard of Reporting

This report has been prepared in accordance with Appendix 27 of the Environmental, Social and Governance Reporting Guidelines (the "ESG Guidelines") of the Main Board Listing Rules of the Stock Exchange of Hong Kong, with reference to the reporting requirements of the core options of the Global Reporting Initiative (GRI) Guidelines.

The content of this report has been determined in a systematic manner. This report was prepared through a process of identifying important stakeholders, identifying important ESG-related issues, understanding the opinions of stakeholders, and determining the importance of the issues, which led to the determination of ESG reporting boundaries, the collection of relevant reporting information and data, the organization and aggregation of the information, and the review of the information in the report.

9.2 報告準則

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

本報告的內容是按照一套有系統的方式釐定的。此報告的編制是通過識別重要的利益相關方、識別ESG相關的重要議題、了解各利益相關方的意見、確定議題的重要性等過程，從而進行ESG報告界限的決定、相關報告資料和數據的收集、對資料的整理和匯總以及對報告中資料的檢視等。

9.3 Report scope and boundaries

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

Unless otherwise specified, the monetary amounts in this report are denominated in RMB.

9.3 報告範圍及邊界

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

除另有說明，本報告以人民幣為貨幣單位。

9.4 Definitions

For the purposes of expression and readability, "Kingdee", "the Company" and "We" in this report refer to Kingdee International Software Group Company Limited and its holding companies.

9.4 稱謂說明

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

9.5 Sources and Reliability Statement

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

9.5 資料來源及可靠性聲明

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

9.6 Access to and Evaluation of this Report 9.6 獲取及評價本報告

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

您可通過以下網站獲取本報告的電子版：
www.kingdee.com

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

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

9.7 Confirmation and approval

This report was adopted by the Board of Directors in April 26th, 2022 after confirmation.

9.7 確認及批准

本報告經管理層確認後，於二零二二年四月二十六日獲董事會通過。

10 Statement of the Board

The board of Kingdee attaches great importance to the sustainable development management, and has established an effective mechanism for sustainable development management and built up an ESG governance structure with a well-defined division of labor.

As led by the Chief Executive Office and composed of vice presidents and leaders of branches/subsidiaries, the ESG leaders are responsible for discussing on the ESG-related risks and opportunities, allocating resources to coordinate the ESG-related work and reviewing the ESG-related work results. The ESG managers are responsible for assigning the persons for communicating about implementing the ESG work, supervising the implementation and reporting the implementation of the ESG work to ESG leading group. As the practitioners of the ESG work, the assigned persons from functional departments and product and business lines are responsible for implementing specific work tasks and reporting the ESG-related work timely.

During the Reporting Period, Kingdee has formulated and disclosed objectives associated with business operation, while the Board of Directors specially debriefed and deliberated the Company's Environmental, Social and Governance Report and related goals, and checked the implementation progress of the set ESG related goals. In the future, the Board of Directors will discuss on further objective setting and development.

This report disclosed the aforementioned ESG related matters in detail and was deliberated and approved by the Board of Directors on April 26th, 2022.

10 董事會聲明

金蝶董事會高度重視可持續發展管理，建立了有效的可持續發展管理機制，形成了分工明確的環境、社會及管治治理架構。

ESG 工作領導層由行政總裁牽頭，各副總裁及分 / 子公司領導人組成，負責討論 ESG 相關風險及機會，調配資源配合 ESG 工作開展，並檢討 ESG 工作效果。ESG 工作管理層負責安排落實 ESG 工作的對接人員，監督 ESG 工作的具體落實，並向 ESG 工作領導小組匯報工作的實施情況。各職能部門、產品業務線指派的負責人員作為 ESG 工作實踐層，負責落實具體工作任務，並及時匯報 ESG 相關工作。

於報告期內，金蝶已制定並披露與業務營運相關聯的目標，董事會專門聽取匯報並審議公司《環境、社會和治理報告》及相關目標，並檢查已設定的 ESG 相關目標的實施進度。未來，董事會將就進一步的目標設立及進展進行討論。

本報告詳盡披露了上述環境、社會及管治相關事宜，由董事會於二零二二年四月二十六日審閱批准。



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