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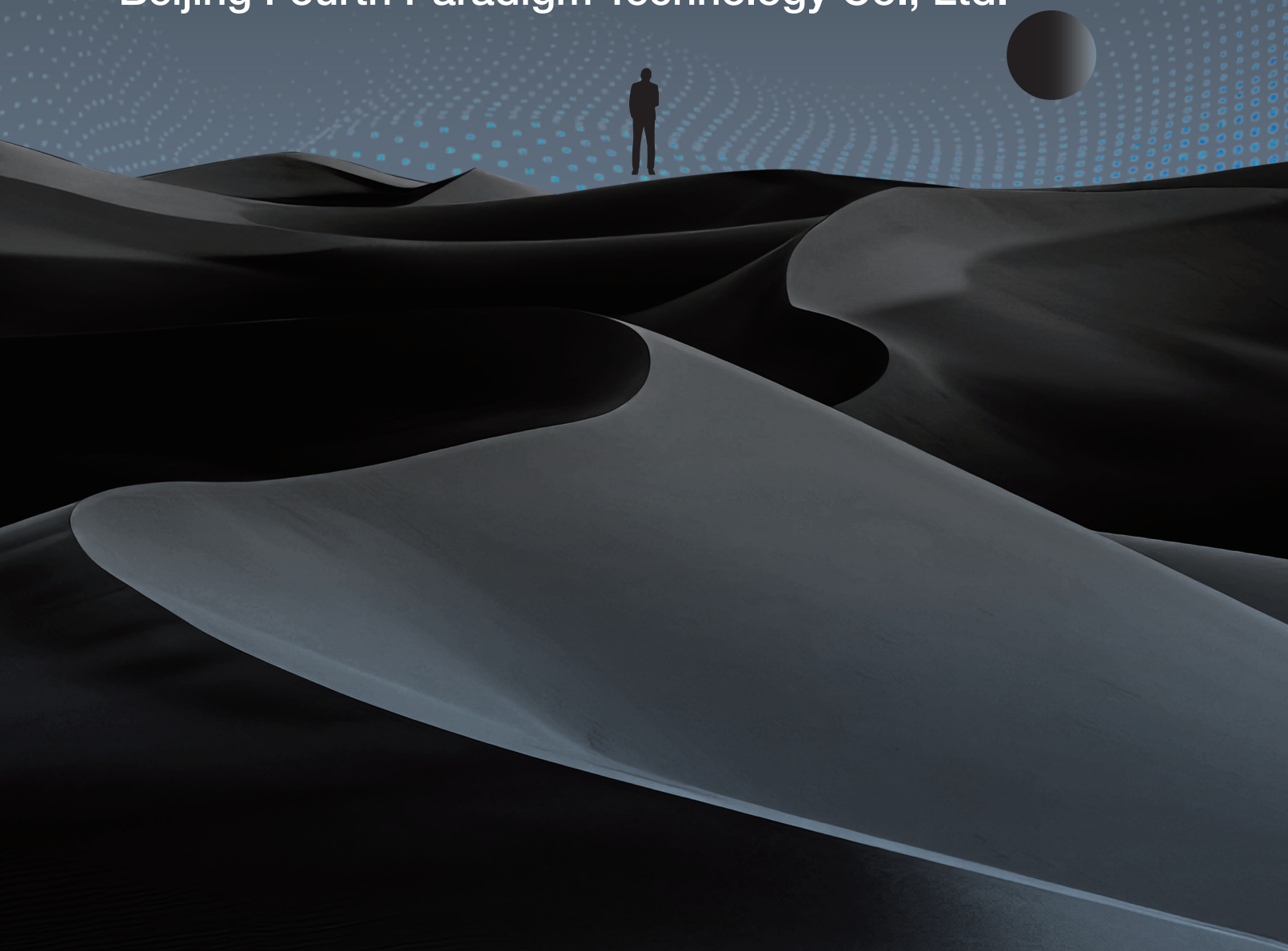
2024
Environmental Social and Governance (ESG) Report

Beijing Fourth Paradigm Technology Co., Ltd.

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01 About This Report

Overview

This report is the second Environmental, Social, and Governance (ESG) report (the "Report") of Beijing Fourth Paradigm Technology Co., Ltd., providing a comprehensive overview of our ESG management approaches and performance for 2024. The corporate governance practices are recommended to be read in conjunction with the section on *Corporate Governance Report* in the annual report.

The Group and all members of its Board of Directors (the "Board") warrant that the content of this Report is true, accurate, and complete, without false records, misleading representations, or major omissions.

Reporting Scope and Boundary

Considering the relevance of this Report to business operations and the Group's primary focus on domestic markets, the policies, statements, and data presented herein cover Beijing Fourth Paradigm Technology Co., Ltd. and its domestic subsidiaries with actual business operations. The reporting period (the "reporting period") spans from January 1, 2024 to December 31, 2024. To ensure the completeness and continuity of the Report, certain descriptions extend beyond this period.

References of Report

This Report follows the *Environmental, Social, and Governance Reporting Guide* (the "ESG Reporting Guide") set out in Appendix C2 of the *Listing Rules* issued by The Stock Exchange of Hong Kong Limited (the "Hong Kong Stock Exchange"), and with reference to the United Nations (UN) Sustainable Development Goals (SDGs).

Notes on Appellations

For the convenience of expression and reading, unless otherwise specified, the "Company" herein refers to Beijing Fourth Paradigm Technology Co., Ltd., while "4Paradigm", "Group" and "we" refer to the Company and its domestic subsidiaries with actual business operations.

Notes on Data

All data covered and cases quoted by the Report are from formal documents, statistical reports, public materials, internal reports, and documents of the Group. The Group undertakes that there is no false record or misleading statements and is responsible for the authenticity, accuracy, and integrity of its content. Unless otherwise stated, all amounts mentioned herein shall be denominated in RMB for basic measurement.
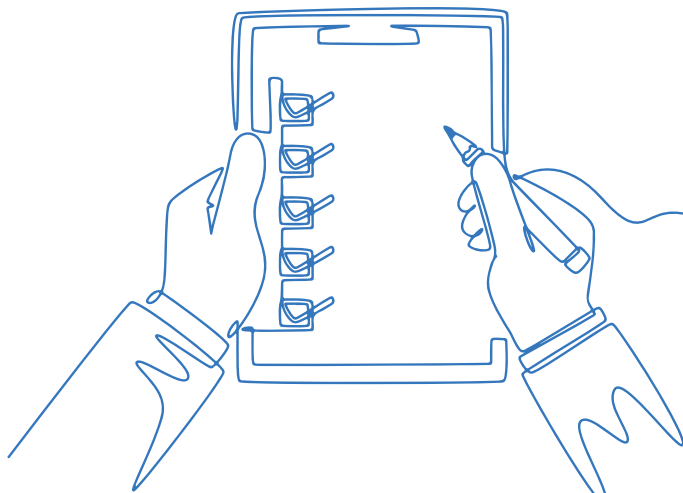
| Report Principles |

During the preparation of this Report, the Group has endeavored to ensure that the information disclosed meets the principles of materiality, quantitative, balance, and consistency as required by the Hong Kong Stock Exchange. The Group will continue to enhance its information collection process to improve its performance and disclosure on sustainability matters.

Materiality: In accordance with the ESG Reporting Guide and other relevant regulatory requirements, the Group referenced key topics of industry peers, engaged with various stakeholders through different forms of communication, and incorporated the company's highlights and unique characteristics to conduct a materiality assessment of ESG-related topics, ultimately identifying critical priorities. These topics have been reviewed and approved by the Board and serve as the critical disclosure focus for this Report.

Quantitative: The Group has established an ESG metrics management tool covering all departments. In addition to regularly collecting quantitative key disclosure indicators as required by the ESG Reporting Guide and compiling them for year-end disclosure, the Group has also developed an ESG key performance indicator (KPI) framework that can be evaluated and verified.

Balance: This Report strives to present each topic accurately and objectively, ensuring the fair disclosure of the Group's ESG management measures and performance during the reporting period. This approach ensures a balanced presentation, enabling stakeholders to make a reasonable assessment of 4Paradigm's overall performance.

Consistency: There have been no significant changes in the scope of disclosure compared to previous years, and the calculation of quantitative key indicators follows consistent standards and methodologies to ensure comparability. Any changes in relevant assumptions or calculation methods are explicitly disclosed to inform stakeholders.

| Report Version and Acquisition |

The Report is compiled and edited in both Chinese and English. In case of any ambiguity in the English text, the Chinese text shall prevail. The Report is published electronically. To obtain an electronic report, please visit the website of the Hong Kong Stock Exchange (www.hkexnew.hk/index.htm) or the official website of the Company (www.4paradigm.com) to review and download.

02 Introduction to 4Paradigm

| 4Paradigm Profile |

Established in September 2014 and listed on the Main Board on the Hong Kong Stock Exchange (Stock Code: 6682.HK) in 2023, 4Paradigm is an industry pioneer in the field of enterprise AI and also a leader in the Chinese smart decision-making market. Providing platform-centric AI solutions, we have developed end-to-end enterprise AI products using core technologies. We are devoted to solving the efficiency, cost, and value problems encountered in the intelligent transformation of enterprises, to improve decision-making of the enterprises.

Major technological orientations of 4Paradigm include AutoML, reinforcement learning, transfer learning, and generative AI. Our core products and services consist of 4Paradigm Sage AI Platform (4ParadigmSage), SHIFT Intelligent Solutions (4Paradigm SHIFT), and 4Paradigm SageGPT AIGS Services (4Paradigm AIGS), which are intended to integrate the company with different industries (including finance, manufacturing, retail, energy, power, telecommunications, and healthcare), empower the digital and intelligent transformation of different industries, and enhance the core competencies of enterprises through AI.

As of the end of the reporting period, 4Paradigm had served more than 161 lighthouse users (Fortune Global 500 companies or listed companies), had more than 900 employees in locations such as Beijing, Shanghai, Shenzhen, Hong Kong, and Singapore, and owned a total of 655 patents and software copyrights. Having been widely applied in various industries, including finance, retail, manufacturing, energy, power, telecommunications, and health care, 4Paradigm has been ranked No.1 in the IDC market share report on Chinese machine learning platforms for six consecutive years.

| History of Development |

2014

September: 4Paradigm was established

2016

July: Launched 4Paradigm Sage, the first enterprise AI application development platform
December: 4ParadigmSage won the First Prize of the "Wu Wenjun Award"

2018

March: AI + insurance for PICC, the earliest AI+ application in the insurance industry
July: AI + bank for the Industrial and Commercial Bank of China, the first AI-driven core banking system
August: AI + medicine, creating solutions for Ruijin Hospital to forecast and manage chronic diseases through AI
September: Launched the world's first AutoCV
October: AI + retail, serving Yum China with personalized recommended solutions, as the first AI-driven panoramic online transformation

2015

August: AI + bank, serving smart anti-fraud system of China Merchants Bank GDBT, machine learning framework for data in one hundred billion dimensions
Started to study AutoML
August: First characteristic parameter server in one thousand billion dimensions

2017

March: AI + securities for China Securities, the first AI+ application in the securities industry
March: Got down to R&D of OpenMLDB, a special database for machine learning
August: Won the championship of the first competition of transfer learning algorithms
November: AI network communication framework with the highest performance

2019

March: AI + media for People's Daily, creating new paradigms for the intelligent transformation of mainstream media
March: AI + energy, implemented in China National Petroleum Corporation with smart maintenance solutions for oil and gas pipelines, as the first application of AI in oil and gas pipelines
March: In Kaggle Competitions, AutoML defeated more than 85.7% of human scientists
May: Broke the world record of ICDAR in the global standards for OCR
May: First accelerator card for the whole lifecycles of AI applications

June: Broke the world record of PASCAL VOC for object recognition for two consecutive times
June: Launched 4Paradigm SageOne - an AI-based computing power platform
August: 4Paradigm SageOne won the WAIC SAIL Award
August: Ranked No.1 by IDC MarketScape in the market share among the Chinese machine learning platforms for several consecutive times

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Mission

To assist all our customers in becoming leaders in the era of digitization and intelligence, and escort the enterprises which are determined to succeed in their journey to transformation.

Vision

To enable everyone to benefit from AI.

2020

January: First resource scheduling kernel for AI optimization
February: 4ParadigmSage passed GDPR certification
March: Compiled standards related to the machine learning systems
March: Nominated for the "National Science and Technology Progress Award"
March: Included in the Gartner Top 10 Strategic Technology Trends for 2020
June: AI + manufacturing. Cooperated with Contemporary Amperex Technology Co., Ltd. (CATL) on solutions for AI-based battery cell testing, to optimize manufacturing procedures and quality through AI platforms

August: Released 4Paradigm Sage AIOS - the first AI operating system
August: Launched HyperCycle - an automated machine learning and decision-making platform
August: Launched Tianshu - a digital and intelligent traffic management platform
August: Won the world championship of KDD CUP 2020
December: The "epidemic deduction system" based on reinforcement learning was praised by the Ministry of Industry and Information Technology of the People's Republic of China

2021

January: AI + sports for NBA, complete AI-driven D2C transformation
April: AutoKG broke the world record of Open Graph Benchmark (OGB)
June: Launched the 4Paradigm Sage APP Store - enterprise AI application score
June: AI+ telecommunications for China Mobile, AI-driven omnichannel supply chain transformation
June: Developed OpenMLDB and Open AIOS as open-source technical components

2022

May: Won two championships in Graph Learning "World Cup" OGB
August: Launched the enterprise transformation platform and service, 4Paradigm Shift
November: Awarded the National Manufacturing Industry Single Champion

2023
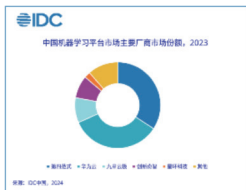
April: Launched 4Paradigm SageGPT for large multimodal models
June: AI + operators, creating solutions for China Unicom to empower their frontline employees
September: Listed on the Main Board on the Hong Kong Stock Exchange (6682.HK)
November: Launched paradigm ecology, covering more than 40 integrated software and hardware solutions for improving North Star Metric

2024

January: The 4ParadigmSageGPT large model officially obtained regulatory approval under the national *Interim Measures for the Management of Generative Artificial Intelligence Services*
March: Launched 4ParadigmSage AIOS 5.0, introducing the Model Hub platform
October: Released the large model toolchain product to accelerate enterprise adoption of large model applications
November: Launched the AI application suite SageSuite

2024 Honors

As a leading enterprise in China's intelligent decision-making market, 4Paradigm has earned widespread industry recognition for its outstanding technological innovation and overall corporate competitiveness. During the reporting period, 4Paradigm received the following honors and awards:

Time	Awards and Honors	Introduction
March 2024		Leveraging the SageGPT large model and the Group's overall competitiveness, 4Paradigm ranked 7th nationwide in the "2023 Top 50 Comprehensive Competitiveness Ranking of Chinese AI Large Model Enterprises" by CCID Sichuan. This ranking evaluates the comprehensive strength of Chinese AI large model enterprises across multiple dimensions, including economic performance, technological innovation, and industry influence.
April 2024		4Paradigm has been selected for the 2024 Forbes China Top 50 Artificial Intelligence Technology Companies. This ranking was released by Forbes China after seven months of in-depth research, comprehensively evaluating the overall strength of Chinese AI companies in areas such as technological innovation and market performance. According to the ranking analysis, the selected companies have a mature market scale, high annual revenue, and a leading position in their respective market segments. 4Paradigm is recognized as a top industry player in the field of "machine learning".
June 2024		4Paradigm was recognized as an Outstanding ESG Innovation Practice Enterprise in the 2024 Jinge Awards of Guruclub. This award aims to honor companies that have made outstanding contributions to sustainable development and ESG performance.
September 2024		According to the report *China Artificial Intelligence Software Market Share, 2023: Large Models Bring New Vitality* released by the internationally authoritative market analysis firm IDC, 4Paradigm has maintained its position as the No.1 in IDC's China Machine Learning market share rankings for six consecutive years. The report concludes 4Paradigm's continued leadership to its mature enterprise-level AI product matrix, driven by a full-stack business decision-making AutoML algorithm framework, as well as its strong commercialization capabilities for rapid implementation.
September 2024		4Paradigm was recognized as an outstanding case in social management practices in the *2024 China Corporate ESG Observation Report* released by the Huaxia ESG Observation Alliance. This recognition highlights 4Paradigm's achievements in applying AI technology across social in areas such as healthcare, ancient book restoration, and endangered species protection.
January 2025		4Paradigm was successfully included in the "2024 Hurun China Top 50 AI Companies". This ranking focused on the Chinese companies specializing in AI computing power or algorithms and is based on enterprise value. According to Hurun, 4Paradigm, as one of the seven selected companies in the data analytics and decision-making category, has set a successful benchmark for the development of the AI industry.

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03 ESG Management

| Statement of the Board |

The Board places great emphasis on the company's sustainable development capabilities, firmly believing that a robust ESG management system serves as the internal foundation for effectively fulfilling environmental and social responsibilities. The Group integrates sustainable development management concepts closely with our overall development strategy. The Group regularly reviews the progress of ESG initiatives and assesses their effectiveness, continuously strengthening sustainable development risk management to address the evolving business demands brought by climate change, technological advancements, and rising operational costs. The Group also enhances employees' awareness of the importance of ESG implementation in strategy and operations through various initiatives. To manage our ESG performance, identify potential risks, and assist the Board in ESG-related matters, we have established an Environmental, Social, and Governance Working Group (the "ESG Working Group").

The Group highly values the expectations and concerns of our stakeholders, actively expanding communication channels and maintaining close engagement. Through interviews and surveys, the Group identifies and assesses material ESG topics, with the assessment results submitted to the Board for review. For details on the assessment process and results, please refer to the sections "Communication with Stakeholders" and "Materiality Analysis" in this Report.

The Board is fully responsible for formulating ESG management policies, strategies, action priorities, and targets. Based on the external macro environment, industry development trends, and the company's strategic planning, the Board discusses and identifies ESG-related risks and opportunities related to the Group, and makes decisions on key ESG management initiatives and projects each year. During the reporting period, we analyzed and discussed initiatives and outcomes in areas such as corporate governance, business operations, research and innovation, green development, employee benefits, and community investment. Additionally, we actively responded to the national "Carbon Peak and Carbon Neutrality" strategy, continuously improving low-carbon and environmentally friendly measures in alignment with industry trends and our characteristics. Looking ahead, the Group will continue to prioritize sustainable development as a corporate development objective, encouraging stakeholders to provide insights on 4Paradigm's ESG initiatives. We will also continuously monitor and review the feasibility and appropriateness of our ESG goals and strategies, adjusting key sustainability actions in response to domestic and international sustainability trends to enhance our ESG performance.

| Responses to UN Sustainable Development Goals (SDGs) |

Robust Governance and Foundation Reinforcement

Build trust via honest and compliant practices, and commit to developing responsible artificial intelligence to facilitate the healthy and sustainable development of the AI industry.

Responses to UN Sustainable Development Goals (SDGs)

10 REDUCED INEQUALITIES | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Digital Intelligence Innovation and Empowerment with Value

Impel technological innovations and product R&D, to create value for customers' digital transformation and empower industry upgrades.

Responses to UN Sustainable Development Goals (SDGs)

4 QUALITY EDUCATION | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS

Technology for Good and Intelligence for All

Create an equal and inclusive workplace environment, provide employees with diverse welfare policies, and jointly build diversified workplaces. Devote to public welfare and charity by offering funds, manpower, and resources to serve the community and promote fairness and inclusivity.

Responses to UN Sustainable Development Goals (SDGs)

3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 14 LIFE BELOW WATER | 15 LIFE ON LAND

Green Ecology and Sustainable Development

Practice the concept of green development and take actual actions to protect the green future.

Responses to UN Sustainable Development Goals (SDGs)

6 CLEAN WATER AND SANITATION | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

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Reinforcement

Digital Intelligence
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Empowerment with
Value

Technology for
Good and
Intelligence for
All

Green Ecology
and
Sustainable
Development

ESG Governance Structure

4Paradigm adopts a top-down ESG management approach. In 2024, the Group established an ESG governance system, forming a three-tier governance structure comprising the Board, the ESG Working Group, and business and functional departments. This structure is designed to adapt to sustainable development needs, strengthen research and planning of sustainability strategies, and enhance ESG risk management and response capabilities.

ESG Governance Structure

The Board	The ESG Working Group	Business and functional Departments
Top Decision-Making Level	Coordinating and Supervisory Level	Operational Executive Level

The Board is the top decision-making body for ESG-related matters within the Group and assumes overall responsibility for the Group's ESG policies, initiatives, and performance. It is responsible for overseeing and guiding the management of ESG-related matters. The Board also supports the Group in fulfilling its environmental and social responsibilities, including but not limited to: (i) closely monitoring and tracking regulatory compliance requirements and developments related to ESG, formulating and updating the Group's ESG policies as needed, and overseeing their implementation; (ii) regularly assessing the effectiveness of the Group's ESG-related risk and opportunity identification processes and corresponding response measures; (iii) adopting and reviewing the Group's ESG governance structure; (iv) evaluating the materiality assessment and prioritization of ESG issues and reviewing the Group's performance against ESG-related targets; (v) establishing ESG strategies and goals to ensure alignment with the Group's operations and business practices; and (vi) reviewing and approving ESG disclosures to ensure alignment with regulatory and investor expectations.

The ESG Working Group consists of three members, including the Chief Financial Officer, along with the heads of the Administration and Human Resources departments. Its primary mandate is to assist the Board in implementing agreed ESG policies, targets, and strategies. Its key responsibilities include: (i) regularly assessing the significance of ESG-related risks and opportunities and formulating corresponding response measures based on the assessment results; (ii) establishing the Group's ESG-related management systems; and (iii) conducting objective evaluations of the effectiveness and outcomes of the Group's ESG initiatives and providing recommendations and reports to the Board.

Relevant business and functional departments are responsible for formulating and implementing strategies within their respective areas based on the established ESG management policies and targets, ensuring that all initiatives are effectively carried out, and reporting to the ESG Working Group regularly.

Communication with Stakeholders

4Paradigm places great importance on stakeholder engagement and is committed to maintaining close and effective communication with both internal and external stakeholders. We have established a regular communication mechanism and multiple effective channels to listen to and respond to the reasonable expectations and concerns of various stakeholders, including shareholders and investors, government and regulatory authorities, media and non-governmental organizations, suppliers, partners, users, employees, as well as community and the public. This serves as an important reference for our ESG initiatives and is integrated into the Group's daily operations and future planning, enabling us to work together with stakeholders to achieve mutual benefits and maximize overall value.

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Stakeholders	Expectations and demands	Communication and response
Shareholders and investors	Return on investment Compliance operation Risk control Information disclosure Business development	General meetings of shareholders Official website and communication emails with investors Regular reports and announcements
Government and regulatory authorities	Compliance operation Information security Data and privacy protection Ethics and governance of AI	Information disclosure Daily communication and report Regulatory inspection Reception of visitors
Media and non-governmental organizations	Product and service quality Promoting industry development Corporate social responsibilities	Social media Official website Press conferences Meeting communications
Suppliers	Ethical management Information sharing Mutual benefit and win-win result Business Ethics and Integrity Supplier empowerment	Project procurement Contracts and agreements Supplier management conferences Supplier Selection, Evaluation, and Management Daily communication
Partners	Technological innovations Cooperative development Product and service quality Corporate social responsibilities	Enterprise forums Project cooperation Technical exchanges
Users	Improvement of user experiences Product and service quality Information security Data and privacy protection	User feedback channels Responsible marketing Feedback from product research Social media
Employees	Protection of employees' rights and interests Career development platform Occupational health and safety Employee welfare Equal opportunities and diversity	Internal meetings Management committees Employee training Social media An equal and inclusive environment
Community and Public	Public welfare and charity Community participation Environmental protection	Commitment to Philanthropy Official website Social media

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Materiality Analysis

To accurately identify key areas of ESG management practices and further enhance ESG issue management, we have established a materiality assessment process to define material ESG issues that are relevant to the sustainable development of both the Group and our stakeholders.

Issue screening

Considering the Group's development strategy, industry trends, regulatory and capital market requirements, and benchmarking against leading ESG management practices of peer companies, a total of 19 material issues that impact the Group's operations or influence stakeholders' assessment and decision-making regarding the Group, were identified in 2024.

Interviews and surveys

External professional consultants were engaged to lead the relevant work, prepare and distribute an ESG materiality survey questionnaire, and conduct interviews with the Group's management to understand stakeholders' key areas of concern.

Assessment of survey results

Based on the results of interviews and surveys, as well as peer benchmarking analysis, the material topics were analyzed and ranked according to their significance in terms of their impact on the Group's operations and their importance to stakeholders.

Prioritization of material issues

Submitted an evaluation report on material issues to the management. After being reviewed and approved by the management, the key points to be disclosed in this Report were determined based on the evaluation results, and a materiality matrix for the year was prepared.

In 2024, we identified a total of 10 top material issues, 6 material issues, and 3 sub-material issues.

2024 Materiality Analysis
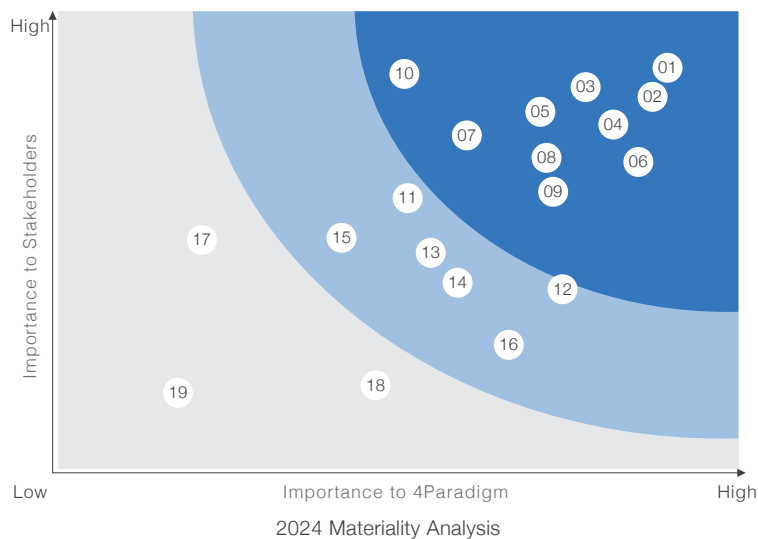
Top Material Issues
- 01 Empowering Enterprises' Digital Transformation
- 02 High-Quality Customer Service
- 03 Product Reliability and Safety
- 04 Product R&D and Technological Innovation
- 05 Talent Development and Growth
- 06 Information Security and Privacy Protection
- 07 Risk Management
- 08 Compliance Operations
- 09 Anti-Corruption and Business Ethics
- 10 Intellectual Property Protection

Material Issues
- 11 Promoting Industry Development
- 12 Protection of Employee Rights and Interests
- 13 Occupational Health and Safety
- 14 Supply Chain Management
- 15 Technology Ethics
- 16 Public Welfare and Social Services

Sub-material Issues
- 17 Efficient Resource Utilization
- 18 Pollution and Waste Management
- 19 Response to Climate Change

04

Robust Governance and Foundation Reinforcement

4Paradigm adheres to the principle of "integrity and compliance" to build trust, continuously improving and refining our compliance management and anti-fraud systems. By optimizing and upgrading compliance policies, conducting compliance training for management, enhancing whistleblower protection measures, and strengthening information security and privacy protection, the Group consistently enhances employees' compliance awareness. The Group fosters an internal culture of integrity and establishes a modern corporate governance system that is clearly structured, balanced, and efficiently operated, ensuring the healthy and stable development of our business operations.
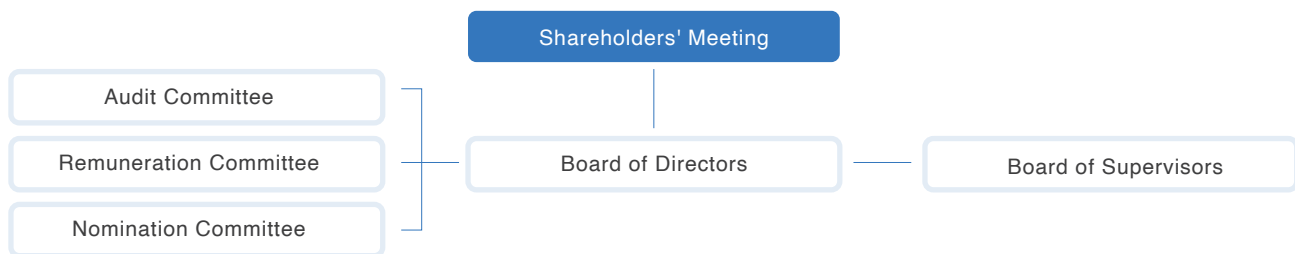
Responding to the UN SDGs:

Corporate Governance

| Governance Structure |

The Group has built a complete corporate governance structure in strict compliance with the *Company Law of the People's Republic of China* and the relevant rules of the Hong Kong Stock Exchange. The Board of Directors is responsible for guiding and overseeing the Group's affairs by formulating strategies and supervising their implementation. It directly and indirectly through its committees leads and guides management, monitors the Group's operational and financial performance, and ensures the soundness of internal control and risk management systems. The Board of Supervisors is responsible for performing supervisory duties, reviewing the periodic reports prepared by the Board of Directors and providing written opinions, examining the Group's financial status, and effectively overseeing directors and senior management. It closely monitors the Group's operations and major initiatives to safeguard the benefits of the Group and all shareholders.

The Board has established the Audit Committee, the Remuneration Committee, and the Nomination Committee. The Group has formulated the *Terms of Reference for the Board Audit Committee, the Terms of Reference for the Board Remuneration Committee*, and the *Terms of Reference for the Board Nomination Committee*, among other policies, to clarify the responsibilities and authority of different decision-making bodies and to strengthen the foundation for the Group's high-quality and sustainable development.

Management and Governance Structure of 4Paradigm

Audit Committee

- Proposing the appointment or change of external auditors to the Board, monitoring the independence of external auditors, and evaluating their performance;
- Guiding internal audit work;
- Examining the financial information of our Group, reviewing financial reports and statements of our Group, and giving comments on relevant matters;
- Assessing the effectiveness of internal control;
- Coordinating the communication among management, internal audit department, related departments, and external audit agency; and
- Dealing with other matters that are authorized by the Board or involved in relevant laws and regulations.

Remuneration Committee

- Formulating individual remuneration plans for Directors, Supervisors and members of the senior management in accordance with the terms of reference of the job responsibilities, the importance of their positions as well as the remuneration benchmarks for the relevant positions in the other comparable companies;
- Examining the criteria of performance evaluation of Directors and the senior management of the Group, and conducting annual performance evaluation;
- Supervising the implementation of the remuneration plan of the Group; and
- Dealing with other matters that are authorized by the Board.

Nomination Committee

- Making recommendations to our Board with regard to the size and composition of the Board based on our Group's business operation, asset scale and equity structure;
- Researching and developing standards and procedures for the election of the Board members, general managers and members of the senior management, and making recommendations to our Board;
- Conducting extensive searches and providing the Board with suitable candidates for Directors, general managers and other members of the senior management;
- Examining our Board candidates, general manager and members of the senior management and making recommendations to our Board;
- Assessing and reviewing the independence of independent non-executive Directors; and
- Dealing with other matters that are authorized by the Board.

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During the reporting period

The Group's General Meeting of Shareholders, Board of Directors, and Supervisory Board complied with laws and regulations, strictly adhered to standardized operations and internal policies in decision-making and supervision, and all shareholders, directors, and supervisors diligently fulfilled their duties to ensure orderly governance. The Group held:

3 General Meetings of Shareholders, reviewing **17** proposals

10 Board meetings, reviewing **41** proposals

2 Supervisory Board meetings, reviewing **8** proposals

3 Audit Committee meetings, reviewing **11** proposals

3 Remuneration Committee meetings, reviewing **8** proposals

1 Nomination Committee meeting, reviewing **3** proposals

Diversity of the Board

4Paradigm is committed to fostering a diverse corporate culture to enhance the overall effectiveness of the Group's corporate governance. We have established the *Board Diversity Policy* and, with the assistance of the Nomination Committee, conduct an annual review and assessment of its implementation. This initiative aims to ensure that the Board comprises individuals with diverse professional experience, educational backgrounds, knowledge, age, and gender, thereby improving the efficiency of the Board and ensuring the scientific basis of decision-making.

As of the end of the reporting period

The Group had a total of **9** directors, including **3** executive directors, **3** non-executive directors, and **3** independent non-executive directors. The Group's directors come from various industries and possess a balanced combination of knowledge and skills, aligning with the *Board Diversity Policy*.

Diversity of the Board

Female directors account for 11% of the Board. The Group will continue to take measures to promote gender diversity at all levels, including but not limited to the Board and senior management.	Board members' age range: 34–62 years old.	The professional backgrounds of the Board members cover business management, computer science, artificial intelligence technology, law, economics, investment, and accounting.	The Board members hold degrees in computer science, law, economics, mathematics, astrophysics, finance, and other fields.

Investor Relationship Management

4Paradigm attaches great importance to communications with investors, to subdivide the duties related to investor relationships and implement rules, thus providing institutional guarantee for orderly communications with the investors. During the reporting period, the Group truly, accurately and completely performed the obligation for information disclosure.

On the basis of fulfilling the obligation for information disclosure, the Group actively carried out investor communications through multiple channels and means, and comprehensively responded to inquiries from small and medium-sized investors promptly, fully protecting their rights and benefits to ensure close connections and mutual trust between the Group and investors.

Contact Us

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Internal Compliance Control

| Internal Control Management |

4Paradigm attaches importance to internal control management and has built internal control and audit departments for internal audit and control of the Group. 4Paradigm has established an internal control management mechanism guided by business function rules, with the online systems as process tools, to continuously monitor the fulfillment of responsibilities for internal control within the line of business, dynamically eliminate risks, empower the Group's internal control and compliance management with technologies, and constantly increase the efficiency of the Group's compliance operations. The Group values the development of our internal control system and as needed, conducts online meetings and on-site visits with our subsidiaries to understand the status of their internal control systems.

"Pre-event" Screening

When it is necessary to add or adjust the procedures for businesses and functions, the Group performs daily reviews regarding compliance, reasonableness, efficiency, and effectiveness of the procedure designs. During the reporting period, we conducted an internal control audit for all additions, adjustments, or changes to the online procedures, with a coverage ratio of 100%.

"Real-time" Oversight

The Group strictly supervises the process for implementing the key procedures for businesses and functions. For execution consistency, accuracy, reasonableness, and completeness, internal control inspection checkpoints have been set at key nodes of the procedures. During the reporting period, the Group supervised and inspected more than 45% of online procedures related to sales, procurement, financial affairs, and other key fields.

"Post-action" Audit

The Group reinspects the executed key procedures from time to time, in order to search and identify the problems with effectiveness, reasonableness, and compliance that might be omitted. We urge and supervise the rectification of these problems for closed-loop management of the procedures. During the reporting period, the Group randomly reinspected more than 35% of the online procedures for examining and approving purchase requests, goods arrival, and payments.

In addition, the Group conducts special inspections of risks and key processes in our operations from time to time, makes suggestions for improvement, and tracks formulation and implementation of improvement measures by relevant responsible departments. During the reporting period, the Group conducted specialized evaluations on key processes, including financial accounting subjects and ledger management, information system disaster recovery and business continuity management, and employee offboarding process management.

| Risk Management |

○ Risk Management Procedures

4Paradigm continuously monitors the exposures or events of potential risks in business function processes and has established a clear risk identification and management process to promptly identify and monitor potential risks and their likelihood. Necessary preventive measures or compensatory actions are taken in advance to mitigate risk losses. The Group has achieved comprehensive internal control process management through our online system, enabling digital risk management in areas including production and operations, investment management, and financial management.

Risk identification and evaluation procedures

Risk identification	Identify the risk information that may exist in all business and functional processes of the Group based on the Group's strategic and business objectives.
Risk evaluation	Monitor and evaluate information on the identified risks.
Risk response	Remind the departments concerned with the risk information to improve their management systems and strengthen their control over process nodes.
Risk monitoring	Strengthen node setting, key monitoring, or special inspection for the processes that may be involved in the risks to which attention is paid, to realize all-round control before, during and after the risks.
Risk reporting	Hold regular meetings to inform the responsible departments of important risk information or events and take similar risk countermeasures in advance.

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ESG Risk Management

4Paradigm has incorporated ESG risks (including climate risks) into risk management framework, integrating sustainability factors into business operations and adapting to increasingly stringent requirements in these areas. To effectively mitigate various risks, the Group's ESG Working Group regularly assesses the likelihood and impact of ESG-related risks and reports relevant trends, risks, and opportunities to the Board, while also providing recommendations and formulating corresponding risk response measures.

The Group has also conducted a comprehensive assessment of the physical and transition risks related to climate change based on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and has developed response measures for identified key risks to enhance the Group's climate resilience. These details can be found in the "Mitigating Climate Change" section of this report.

During the reporting period

The Group did not experience any major ESG-related crises.

Information Security and Privacy Protection

4Paradigm regards information security as a fundamental pillar of corporate development and is committed to continuously protecting user privacy and the data security of the Group's information assets. The Group strictly complies with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and the *Personal Data (Privacy) Ordinance (Chapter 486)*, among other applicable laws and regulations.

Enhancing the Information Security Management System

The Group has designed our data and information security framework from the top-level architecture and established a Data and Information Security Committee. This committee is managed by the Chief Technology Officer (CTO) and consists of heads from various departments, including IT, R&D, Human Resources, and Compliance. It is responsible for formulating data and information security strategies and making decisions on major data and information incidents to ensure data and information security while safeguarding the benefits of users, business partners, employees, and other third parties.

The Group has developed specialized policies, such as the *4Paradigm Data Protection Policy* and the *4Paradigm Confidential Information Management Policy*, to systematically enhance information and data security protection mechanisms. The Group's information systems employ multiple security measures (including internal and external firewalls) to detect security threats and protect the Group from potential attacks. Additionally, the Group has obtained various information security, privacy, and compliance certifications/verifications. As of the end of the reporting period, the Company has been certified under ISO 27001 (the International Standard for Information Security) and has obtained the *Information Security Management System Certification*. Furthermore, our product, Sage Enterprise Edition, has received the ePrivacyseal certification, demonstrating our commitment to compliance with the *General Data Protection Regulation (GDPR)*.

ISO 27001 Information Security Management System

The Sage Enterprise Edition is GDPR-certified.

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| Implement Protection Measures |

4Paradigm continuously enhances security operations capabilities and adopts a variety of measures to ensure information and data security. The *Employee Handbook* explicitly outlines information security guidelines and confidentiality requirements to regulate employee behavior strictly. The Group has established the *Trade Secrets Management Policy*, which defines trade secrets, designates confidentiality managers, classifies confidentiality levels, and stipulates penalties for trade secret breaches. Additionally, trade secret management has been incorporated into the onboarding training for new employees, requiring all employees to comply with relevant regulations to fully protect stakeholders' information and privacy data security.

Confidential level of trade secret		Documents and materials	Read permission	Retrieval reproduction and approval permission	Storage method and period
Class A	Top Secret	The most important trade secrets, the disclosure of which will detrimentally impair the safety and fundamental interests of the Group, including documents or contracts on major cooperation projects, the Group's business decision-making materials, confidentiality contracts for special personnel, and relevant financial statements.	Personnel ranking above the deputy general managers	The general manager or his designated person	Sealed up by the general manager or his designated person, and kept inside a safe The storage period is 10 years
Class B	Secret	Important trade secrets, of which the disclosure will seriously impair the safety and interests of the Group; They primarily include scientific research, development, and technical engineering documents; important instructions, orders, resolutions, decisions and reports of the Group; minutes of corporate and executive meetings; purchase contracts, sales contracts, and cooperation agreements; the Group's work plans, summaries, statistical summary reports; the Group's personnel files; and the Group's audit reports.	Personnel ranking above department heads	General manager, deputy general manager or designated personnel	Locked up inside a file cabinet The storage period is 5 years
Class C	Confidential	Namely, general trade secrets, of which the disclosure will impair the safety and interests of the Group; they mainly include documents and materials of general departments' operations, annual and quarterly plans, summaries, reports, and minutes of departmental meetings.	Personnel approved by department heads	Personnel ranking above department heads	Locked up inside a file cabinet The storage period is 3 years

The Group has established a clear and strict authorization and authentication mechanism to ensure that confidential and critical data is accessible only to authorized personnel. By implementing the principle of least privilege, employees can access only the data that is directly relevant and necessary for their duties and solely for designated purposes, with each data access requiring authorization verification. During the reporting period, the Group further strengthened our data security protection system. The R&D Department took the lead in adopting a domestically advanced cloud desktop solution, enhancing security through data isolation technology. As of the end of the reporting period, the Group had not experienced any data breaches and was not involved in any legal proceedings related to information security concerning the Group or our employees.

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Business Ethics

| Integrity Management |

4Paradigm is committed to operating with integrity, promoting a culture of transparency, and maintaining a zero-tolerance policy towards any form of corruption or bribery. The Group strictly complies with national laws and regulations, including the *Company Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Interim Provisions on Prohibiting Commercial Bribery*, and formulates the *4Paradigm Anti-corruption and Anti-bribery Policy*. Anti-corruption requirements are reinforced in the Employee Handbook to raise awareness among all employees and regulate their conduct. The Group strengthens our integrity framework by incorporating anti-fraud clauses into contract templates, ensuring transparent procurement, and requiring suppliers to sign the Fair Competition Commitment and the Supplier Compliance Commitment. Additionally, as a member of the "Trust and Integrity Enterprise Alliance", the Group actively engages with external organizations through industry forums, training sessions, and other initiatives to foster collaboration and resource sharing. The Group remains resolute in combating commercial bribery, extortion, fraud, and other illegal activities, continuously enhancing its anti-corruption governance.

During the reporting period

The Group did not experience any violations of business ethics, such as bribery, fraud, extortion, or money laundering.

| Compliance Training |

4Paradigm continuously strengthens our compliance culture by conducting regular legal and compliance awareness sessions twice a year to ensure that all employees uphold principles of integrity and self-discipline in their daily work. During the reporting period, the Group provided anti-corruption and integrity training to all employees, including directors, through its internal integrity education system and onsite compliance training sessions. Additionally, the Group implemented knowledge assessments, achieving a 100% pass rate.

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Indicator	Unit	2024
Number of Directors Trained in Anti-Corruption	person	9
Number of Employees in Senior and Middle Management Trained in Anti-Corruption	person	103
Number of Junior Employees Trained in Anti-Corruption	person	725
Percentage of Board Members Covered by Anti-Corruption Training	%	100
Average Training Hours for Directors in Anti-Corruption	hour	5.5
Average Training Hours for Employees in Senior and Middle Management in Anti-Corruption	hour	2.0
Average Training Hours for Junior Employees in Anti-Corruption	hour	4.0

Reporting Channels

4Paradigm has established a complaint and whistleblowing mechanism, providing dedicated public anti-corruption reporting channels to ensure the timely handling of reported information. In addition, the Group has implemented whistleblower protection procedures and related policies, adopting a series of stringent measures to safeguard whistleblowers' identities and privacy, ensuring that they do not face any form of retaliation for reporting misconduct. During the reporting period, the Group did not receive any reports related to corruption or improper business practices.

Reporting telephone:
010-56950761

Reporting E-mail:
report@4paradigm.com

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Digital Intelligence Innovation and Empowerment with Value

As the leader of enterprise-level AI, 4Paradigm always takes up the mission of empowering the transformation of enterprise AI and procuring AI to serve enterprises. We are committed to solving efficiency, cost and value problems faced by enterprises in intelligent transformation and improving the decision-making of enterprises. We accelerate technological innovations and talent team building, to strengthen the protection of intellectual property and promote the transformation of the achievements in scientific and technological innovations. We perform delicacy management for the whole lifecycle of product quality, strive to enhance the core competencies of the enterprises and provide customers with high-quality products and services. We are also committed to developing responsible artificial intelligence to support the healthy and sustainable development of the AI industry. Meanwhile, we strengthen technical exchanges and cooperation within the industry and gather external stakeholders of the business chain to promote high-quality development of the AI industry in combination with supply chain management.

Responding to the UN SDGs:

| 4 QUALITY EDUCATION | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS |

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Shaping the Future with Intelligence

As a new productive force, artificial intelligence is empowering enterprises for high-quality development. With the continuous expansion of AI application scenarios, the development models of various social activities, including daily life, transportation, commerce, and manufacturing, are undergoing transformation. AI unlocks efficiency potential, making business development more customized and efficient, urban management more precise and orderly, daily life more convenient and comfortable, and travel safer and more accessible. 4Paradigm leverages our advanced AI technologies, products, and services to support enterprises across industries such as finance, retail, manufacturing, education, healthcare, and telecommunications in achieving fundamental change progress in their intelligent transformation.

Case | 4Paradigm Launches "Sage" AIOS 5.0, Enhancing the Capability to Predict the Next "X"

On March 9, 2024, 4Paradigm released a brand-new industry foundation model platform—"Sage" AIOS 5.0, further lowering the barrier to AI adoption and enabling systematic coverage of a wider range of scenarios. This product overcomes the previous limitation of foundation models being restricted to industry text data predictions. No longer confined to text itself, it can analyze and predict future trends in specific industries, significantly expanding the application scope of the AI model.

| AI Empowers Finance |

Traditional bank credit card anti-fraud detection primarily relies on expert rules, which are developed based on historical case analysis to formulate risk control strategies. While this approach is effective, it has two major limitations. First, manually crafted rules focus on high-frequency risks, making it difficult to detect low-frequency, long-tail fraud scenarios. Second, as fraud techniques rapidly evolve, it is challenging for humans to promptly summarize new features and update rules accordingly, resulting in lag. As fraudulent activities become increasingly sophisticated and covert, machine learning technology can analyze hidden patterns within vast amounts of transaction data, significantly enhancing the ability to detect new and complex fraudulent transactions.

Objective

To enhance banks' ability to detect new and complex fraudulent transactions.

Solution

4Paradigm has built industry foundation models for banks for fraud detection. In terms of model parameters, compared to expert rules, which typically number within a thousand, 4Paradigm's model incorporates tens of millions or even hundreds of millions of parameters, significantly improving the accuracy and recall rate of fraud detection. Additionally, AI can continuously iterate and update, learning new fraud patterns with high frequency and efficiency to quickly adapt to emerging fraud techniques.

Highlight and Performance

Helping a state-owned bank and a leading joint-stock bank improve fraud detection accuracy by **3** to **6** times. Providing transaction risk scores within **20** milliseconds during the transaction process.

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AI Empowers Manufacturing

In the R&D of new aircraft, a domestic aircraft manufacturer faces two major technical challenges. First, each aircraft must integrate hundreds of thousands of precision components, involving complex systems such as hydraulic pipelines, electrical wiring, and equipment installation points, leading to an exponential increase in system integration complexity. Second, the design and management of components rely heavily on a manual experience-driven approach, which is not only inefficient but also results in a low reuse rate of components, driving up overall R&D costs.

Objective

To optimize complex system integration processes, reduce R&D costs, and improve design efficiency by building a digital management platform for aircraft components.

Solution

Through artificial intelligence technologies such as image recognition and voice interaction, 4Paradigm built a multi-modal data management platform to achieve a three-dimensional digital model visualization component library, enabling intelligent management of components. Using this platform, the intelligent standardization of components has been achieved, optimizing production processes to reduce manufacturing costs. Besides, combined with an AI-driven automated assembly system, the automatic assembly of the installation structure has been realized, enhancing design efficiency and meeting the scalability demands of large and complex structural designs.

Highlight and Performance

Leveraging intelligent digital model search technology to integrate internal and external component databases with millions of models, realizing second-level digital and analog retrieval and intelligent matching to shorten the R&D cycle. Besides, utilizing AI-driven recommendation algorithms to automatically identify the most cost-effective and compliant component options, reducing trial-and-error costs in R&D. Additionally, real-time compliance prediction of design parameters helps preemptively mitigate the risk of performance defects, driving improvements in product quality.

AI Empowers Operation

Facing the dual challenges of surging network demand and upgraded service standards, a telecommunications operator's traditional network operations and maintenance system is encountering core bottlenecks such as a widening talent gap, accelerated technological iteration, and increasing complexity of risks. There is an urgent need for large-scale AI deployment to empower frontline teams nationwide at the million-member scale, address the imbalance between efficiency and capability, and drive the transformation toward intelligent operations and maintenance.

Objective

To Help the telecommunications operator enhance intelligent operations and maintenance capabilities and improve work efficiency.

Solution

4Paradigm has built an AI platform and standardized process system to develop an intelligent assistant for the network operation platform. This enables network optimization and drives test engineers to retrieve network segment parameters and historical data in real-time through natural language interaction, allowing for rapid and accurate identification of problem areas and significantly improving fault detection efficiency. Simultaneously, a large model development and deployment platform has been established, integrating key modules such as intent recognition engines, COT and data processing, model fine-tuning, and service deployment, empowering intelligent upgrades across multiple business lines and enhancing overall operational efficiency.

Highlight and Performance

Empower frontline employees across **34** provincial-level regions and reduce testing costs by more than **hundreds of millions of RMB**.

AI Empower Medicine

A biomedical research institute carries out a national key scientific research project, aiming to drive scientific and technological advancements in bioinformatics through a data-driven approach. Due to the complexity of subjects in biopharmaceutical research, solely relying on manual analysis to identify patterns in data and draw scientific conclusions is inefficient. Therefore, high-effectively utilizing data is crucial for bioinformatics research.

Objective

To transform from inefficient manual analysis to efficient intelligent analysis.

Solution

Based on 4Paradigm's AI platform capabilities, a bioinformatics analysis platform has been built, which utilizes multiple industry-leading algorithms to enable researchers to rapidly develop models based on bioinformatics knowledge and enhance model performance and result accuracy, promoting research efficiency.

Highlight and Performance

The platform has been applied in multiple core scenarios, including drug target prediction, drug discovery, and biomarker screening.

AI Empower Education

A well-known publishing organization introduces thousands of academic books annually through copyright purchases, covering fields such as philosophy, history, law, and economics. These books must be translated and published within two years; otherwise, the copyrights will expire, and the initial investment in copyright acquisition also will not generate the expected commercial returns. Due to the professionalism of academic content, these books often require translation by university professors in the relevant fields. However, the limited number of such professional translators constrains translation capacity, affecting the efficiency of book publication.

Objective

To assist the well-known publishing organization in achieving fast translation and proofreading of books.

Solution

Through learning from a large number of bilingual academic books, 4Paradigm's large language model technology can effectively generate initial translations of these academic books, ensuring translation accuracy meets "publication-grade" standards. This addresses key challenges of traditional machine translation, such as poor accuracy, insufficient contextual understanding, and noticeable machine translation artifacts. As a result, professional translators can focus on the review and editing process, significantly improving the efficiency of book translation and publication.

Highlight and Performance

Based on the multimodal capabilities, the SageGPT large model can complete full-text translation of over **one million** words in a single process, ensuring consistency in the translation context. The convenient online editing and proofreading process reduces translation time by **70**%, significantly enhancing editorial efficiency. It also ensures that translated manuscripts remain secure throughout the entire compilation process, safeguarding data security. Additionally, the model continuously learns translation style preferences across different fields, providing intelligent translation style recommendations for various types of publications.

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| AI Empower Hydraulic Engineering |

The traditional water conservancy industry has long relied on a macro-analysis model dominated by human experience, which has problems such as cross-institutional data sharing barriers and insufficient micro-water situation prediction accuracy, resulting in passive and lagging flood and drought disaster prevention and control. In recent years, a national-level water conservancy management department has always regarded the "Digital Twin Construction for the Yellow River" as a major initiative to promote high-quality water conservancy development in the Yellow River Basin in the new phase. By developing a comprehensive data platform and intelligent forecasting model, it aims to shift operations such as flood control, drought resistance, and water resource management from "post-event response" to "pre-event prediction", thereby accelerating the modernization of the Yellow River Basin governance system.

Objective

To promote solutions to related problems faced by traditional water conservancies using digitalization, thereby enhancing governance levels.

Solution

4Paradigm has introduced artificial intelligence and large language model technologies to build functions such as flood control information retrieval, intelligent flood situation analysis, and automated alerts based on existing hydrological and water conservancy data. Additionally, we are further exploring real-time monitoring, early warning, and forecasting of hydrological conditions and potential risks.

Highlight and Performance

The solution enables multi-level coordination among hydraulic engineering institutions, ensuring information sharing and collaboration. A unified decision-making system is established so that when a flood occurs, the command center can coordinate the actions of flood control departments at all levels, ensuring consistency and effectiveness in flood control measures. Flood response efficiency has increased by **five times**, and the time required to obtain disaster and risk data has been reduced from **2–3 hours** to **2–3 seconds**. In terms of plan formulation efficiency, AI-assisted contingency planning is expected to improve efficiency by at least **five times**.

Technical R&D and Innovations

4Paradigm adheres to a core strategy driven by technological innovation, with Automated Machine Learning (AutoML) as the core. The Group continuously invests in and explores multiple technological domains, advancing AI research and application deployment while promoting AI adoption. 4Paradigm has established three major business segments: the 4ParadigmSage AI platform (4ParadigmSage), the SHIFT Intelligent Solutions (4Paradigm SHIFT), and the 4ParadigmSageGPT AIGS Services (4Paradigm AIGS), fostering new productivity for enterprise digital transformation.

4ParadigmSage supports enterprises to put AI applications into practice in different stages. 4Paradigm SHIFT efficiently promotes the digital and intelligent transformation of all industries and further expands their commercial layout. 4Paradigm AIGS greatly improves the efficiency of enterprise software development and empowers a variety of industries through our large models.

During the reporting period

The Group's R&D investment exceeded approximately RMB **2.17** billion, with an R&D expense ratio of over **41.2**%. High technological investment effectively supports the continuous enhancement of corporate competitiveness.

The Group had **625** R&D employees, accounting for **64.63**% of the total employees.

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Technical Exchanges and Cooperation

Building on independent research and development, 4Paradigm actively collaborates with various partners, leveraging resource integration to maximize complementary advantages and achieve mutual benefits. Based on our platform strategy, the Group is committed to developing the "Paradigm Ecosystem" through open collaboration, working closely with industry partners to create a series of industry-leading AI foundation models.

Ecology Building

The Group has established strategic partnerships with AI computing centers in Xi'an, Shanghai, Zhejiang, Henan and other regions, as well as domestic leading enterprises. These collaborations focus on leveraging domestic computing resources, supporting large model technology development, and exploring innovative applications of generative AI in enterprise software transformation. By deeply engaging in industry association activities, we have established a collaborative innovation platform for the supply chain, effectively promoting cross-domain technology exchange and the industrialization of scientific and technological achievements. Additionally, the Group prioritizes the cultivation of high-end talents in the AI industry. Through a comprehensive industry-academia-research framework, we have established deep collaborations with top international universities and research institutions, fostering strong academic expertise in AI and a well-structured talent development system.

Case | 4Paradigm Joined ACFIC Artificial Intelligence Committee

On December 2, 2024, the All-China Federation of Industry and Commerce (ACFIC) Artificial Intelligence Committee was announced in Nanjing, Jiangsu Province. The committee comprises 130 members, including leading enterprises in the AI sector, publicly listed companies, award-winning enterprises, outstanding companies related to the supply chain, and leaders of local industry and commerce associations. The presidium consists of 13 members, including founders and senior executives from companies such as 4Paradigm, Baidu, Alibaba, Tencent, and iFLYTEK. This committee provides a platform for the industry to share resources and foster collaboration, promoting the coordinated development of

Founder and CEO of 4Paradigm, Mr. Dai Wenyuan Delivered a Speech

state-owned and private enterprises as well as the upstream and downstream of the supply chain, further empowering the real economy and developing new productive forces. At the inaugural meeting, Mr. Dai Wenyuan, founder and CEO of 4Paradigm, was elected as the Chairman and Secretary-General of the Presidium of the ACFIC Artificial Intelligence Committee and presented the work plan on behalf of the presidium.

Case | 4Paradigm partnered with Tsinghua University to implement the "Personalized Education and Tailored Training Program"

4Paradigm donated RMB 600,000 to the Department of Electronic Engineering at Tsinghua University to support the "Personalized Education and Tailored Training Program". This program focuses on photonics, AI+ systems, integrated circuits, and future communications, combining coursework with extracurricular scientific and technological innovation practices to cultivate top-tier AI+ systems talents. In 2024, a total of 7 students were selected for internships at 4Paradigm.

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Case | 4Paradigm invested in Weike Technology, leveraging AI foundation models to support intelligent hardware applications.

Since 2023, 4Paradigm has been building the "Paradigm Ecosystem" open collaboration platform, working with industry partners to provide enterprises with integrated AI software and hardware solutions. In August 2024, the world's first Wearfit smartwatch solution, under Weike Technology and powered by 4Paradigm's AI foundation model, was officially launched. In October, 4Paradigm made a strategic investment in Weike Technology, aiming to develop a new generation of AI-powered smart devices and explore AI-driven innovation in the intelligent hardware industry chain.

Industry Communication

The Group upholds the principles of mutual respect and integrity in cooperation, actively participating in industry exchanges and communications to jointly promote industry advancement with partners. Additionally, the Group is also actively involved in the development of high-level dialogue platforms related to economic, social, and sustainability themes.

Case | 4Paradigm participated in the World Artificial Intelligence Conference (WAIC) held in Shanghai

In July 2024, 4Paradigm participated in the World Artificial Intelligence Conference (WAIC) held in Shanghai, where we showcased the industrial application practices of industry large models in areas such as smart hydro-power, smart ports, smart manufacturing, and smart water services. The Group engaged in extensive exchanges with industry partners, sharing a decade of industrial experience. At the "2024 WAIC Yangtze River Delta Collaborative Innovation AI New Productive Forces Development Forum", Mr. Hu Shiwei, Co-Founder and Director-general of 4Paradigm, delivered a keynote speech titled *Industry Large Models: New Infrastructure for 'AI + Thousands of Industries'*, reaffirming 4Paradigm's value proposition and sharing industry insights.

2024 WAIC Booth

Co-Founder and Director-general of 4Paradigm, Mr. Hu Shiwei Delivered a Speech

Case | 4Paradigm attended the APEC CEO Summit

In November 2024, the Asia-Pacific Economic Cooperation (APEC) CEO Summit was held in Lima, the capital of Peru, the APEC host country. The summit, themed "People, Business, Prosperity", focused on core topics including the current state of global economic development, climate change, opportunities from intelligent technology transformation, and inclusive development. Mr. Dai Wenyuan, Founder and CEO of 4Paradigm, participated in the event and engaged in in-depth exchanges and interactions with representatives from various countries on topics such as AI empowerment of the China-Latin America digital economy and the promotion of sustainable social development.

Founder and CEO of 4Paradigm, Mr. Dai Wenyuan Shared Insights at the Summit

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| Intellectual Property Management |

⊙ Intellectual Property Strategies

4Paradigm attaches great importance to intellectual property work. We have established intellectual property strategies and an effective operation mechanism adaptable to our own business development and technological development, which cover the lifecycle management of creation, management and application and protection of intellectual property of enterprises. We strengthen intellectual property protection and promote the comprehensive and coordinated development of the Group's intellectual property components, including patents, trademarks and copyrights.

The Group has set short, medium and long-term goals of intellectual property management. Through the four major strategies of "protection, innovation, application and management", guided by the government's industrial planning and in reliance upon enterprise development planning, we combine production, education and research, integrating internal and external innovation resources, to coordinate market entities and innovators. The Group's independent innovation capability and level are continuously improved through internal training on intellectual property, patent application, patent mining, patent warning, database establishing, patent invalidation, patent litigation, trademark warning, and improvement of the employees' awareness of intellectual property, etc.

> ### 4Paradigm's objectives of intellectual property work and fulfillment in 2024

Objectives 🎯

A total of **70** patents to be granted throughout the year. A total of **130** patent applications to be processed throughout the year.

Fulfillment 📝

A total of **110** patents were granted for the year. A total of **86** patent applications were submitted, and the Company will continue to increase R&D investment and optimize intellectual property management in the future.

Case | 4Paradigm carried out a range of intellectual property awareness and education activities

The Company annually conducts educational training activities on intellectual property-related topics, including the promotion of products and key technology via exhibition boards, case studies, patent marathon competitions, knowledge quizzes, and specialized training sessions. On April 26, 2024, in recognition of "World Intellectual Property Day", the Company organized a large-scale intellectual property training session both online and onsite for employees of the product R&D department and related functional departments. The training covered topics such as the definition and function of patents, as well as the patent application process. This initiative helped enhance intellectual property awareness among senior managers and R&D personnel, fostered innovation and creativity among employees, and enabled the development of more comprehensive and effective patent application strategies in future R&D efforts, thereby strengthening the Company's overall competitiveness.

⊙ Intellectual Property Management System

4Paradigm adheres to the intellectual property management policy of "encouraging innovation, effective utilization, legal protection, and scientific management". The Group strictly complies with the latest provisions of the *Copyright Law of the People's Republic of China*, the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and other relevant laws and regulations. We have issued the *Intellectual Property Management Manual*, the *Intellectual Property Incentive System*, and various management procedures, integrating intellectual property management into all stages of the Group's operations, including project initiation, R&D, procurement, production, sales, and after-sales services. The Group has established and continuously improved our intellectual property management system, designating the Intellectual Property Department as the dedicated management body. The Group's General Manager serves as the primary responsible person for intellectual property management, with dedicated personnel assigned to implement intellectual property management tasks.

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○ Intellectual Property Risk Management

4Paradigm strictly complies with relevant laws and regulations and has formulated the *Intellectual Property Risk Management System*, the *Intellectual Property Risk Management and Control Procedures*, the *Intellectual Property Risk Assessment Report*, and the *Intellectual Property Acceptance Standards*. These measures form an intellectual property risk analysis and early warning mechanism, enabling market monitoring to prevent and address intellectual property disputes. If any department within the Group detects any intellectual property infringement, it shall promptly report such infringement in writing to the Group, and the Intellectual Property Department is responsible for tracking and investigating infringement cases and taking legal actions to safeguard rights. Besides, the Group respects the protection of others' intellectual property rights by conducting infringement risk assessments through searches and novelty investigations, issuing investigation reports, and implementing measures to prevent potential infringement. During the reporting period, the Group has not experienced any incidents of intellectual property infringement or being infringed.

○ Intellectual Property Protection

4Paradigm attaches great importance to intellectual property protection, continuously improves the long-term intellectual property protection mechanism, and constantly increases the employees' awareness of intellectual property protection by training all of them regarding trademark, patent and copyright protection. We restrict the contact of secret-related personnel by delineating scientific and technological development areas and trade secret protection areas. In the labor contracts, confidentiality and non-competition clauses are formulated, which clearly stipulate that no one may take advantage of his position or work or adopt other improper means to publish, disclose, use, license or transfer the intellectual property of the Group without authorization, in order to strengthen intellectual property protection in an all-round manner.

Patent Applications		Unit	2024
	Number In total	item	429
Number of patents owned	Number of utility models owned	item	6
	Number of invention patents owned	item	265
	Number of design patents owned	item	158
Number of copyrights owned		item	15
Number of trademarks and character registrations owned		item	664
Number of software copyrights owned		item	226
Number of annual new patent applications		item	86

Reinforcement of Quality Management

4Paradigm is committed to maintaining high-quality AI products and solutions. Adhering to the quality management policy of "accurate positioning, meticulous design, continuous improvement and customer satisfaction", we have formulated internal management procedures such as *Technical Standard Service System Construction*, *Product Management Mechanism*, *Software Development Control Procedure*, *System Integration Control Procedure*, *Internal Audit Control Procedure*, and *Risk and Opportunity Control Procedure* in strict compliance with relevant laws and regulations such as the *Product Quality Law of the People's Republic of China* and the *Consumer Protection Law of the People's Republic of China*, to continuously improve internal audit processes and methods for product quality, strictly guarantee information and privacy security of software products, and continuously promote the improvement of the Group's product quality.

During the reporting period

There was no product recall attributable to health and safety issues.

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To implement the quality policy, the Group sets the following quality objectives and departmental quality management indicators to continuously improve the quality of products and services.

During the reporting period

The Group has achieved the quality-related objectives.

Less than **3** errors in one thousand rows of codes；first acceptance rate of over **98**% in different phases of projects；

first pass rate of over **98**% in a review of technical proposals；first acceptance rate of over **98**% in purchased products；

customer satisfaction rate of over **98**% in after-sales services；error rate of less than **5**% in document control；

No material nonconformity in the initial audit, annual surveillance audit and re-evaluation of certification organizations.

Construction of a Quality Management System

4Paradigm has established a quality management system covering the whole process management of products and services, including software development, computer system integration services, sales, procurement, technical services and inspection. Through monitoring and measuring relevant performance indicators, we establish and adopt required guidelines and methods, formulate measures in response to risks and opportunities in the whole process management, and regularly carry out training on professional skills and quality management systems as well as other improvement activities to ensure effective operation and control of the quality management system. As of the end of the reporting period, the Group passed the external audit of ISO20000, ISO9001, and other management system certifications, and obtained the GB/T 27922 Five-Star After-Sales Service Certification.

ISO20000 Service Management System Certificate | ISO9001 Service Management System Certificate | GB/T 27922 Five-Star After-Sales Service Certification

Product Quality Criteria

4Paradigm attaches great importance to product quality control, formulates clear control measures, sets up special audit organizations in respect of different dimensions, including product boundaries, interactive experiences, service capabilities, naming and pricing, and strictly stipulates standards for product audit and product quality redlines.

Standards for Product Audit	**Product boundaries, product interactions and service guarantee capability**: The products are required to conform to all paradigm standards **Product naming**: Conform to 4Paradigm specifications for product **Product pricing**: Comply with internal requirements for supply prices
Dimensions of Product Quality Redline	Data security | Complete chain | Steady operation | Smooth upgrade

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Product and Service Quality Improvement

4Paradigm has built context laboratories through a platform-based design. As of the end of the reporting period, nearly 100 context laboratories had been built, covering over 80% of business scenarios. Based on a digital twin, the context laboratories simulate customer scenarios by presenting them in the form of the "Algorithm Arena" and the "4Paradigm Master Lists". Currently, context laboratories have facilitated over 180,000 strategy iterations with the participation of more than 100 individuals, significantly enhancing the real-world business impact for customers and strengthening the core competitiveness of our products.

Case | License plate recognition AI technology empowering tire stores to enhance customer experience

In the traditional operating process of a well-known tire store, staff had to manually record vehicle owner information and conduct vehicle inspections. This process was not only cumbersome and inefficient, but it also significantly impacted the customer experience. To address this pain point, we supported the customer in adopting AI-powered license plate recognition technology, enabling the system to automatically recognize license plates and retrieve owner information upon vehicle arrival, eliminating the need for manual data entry. The application of this technology has significantly reduced customer wait times, allowing them to access services such as tire replacement and wheel alignment more quickly, thereby greatly improving service efficiency.

Case | Agile response and base upgrade safeguard initiative

In the field of customer service, 4Paradigm continues to deepen its strategic cooperation with a large state-owned commercial bank. Leveraging the advanced technical architecture of the 4ParadigmSage AI Platform 5.0, we successfully supported the customer in iterating and upgrading platform functionalities while also establishing a 24/7 security emergency response mechanism. In the fourth quarter of 2024, in response to the customer's need for migrating its underlying big data platform as part of its localization strategy, the technical team, drawing on its deep understanding of the bank's complex systems, designed an intelligent migration solution and completed cluster migration verification and production environment deployment within 72 hours.

Proactively Responding to Customer Needs

To fully safeguard customer rights and continuously enhance customer satisfaction, 4Paradigm has established a comprehensive customer complaint handling system. By formulating management policies such as the *Nonconforming Product Control Procedure* and the *Corrective and Preventive Action Control Procedure*, the Group provides overall guidance and oversight for product quality complaint management, ensuring a standardized and efficient complaint resolution process. The complaint handling process includes complaint reception, classification and assessment, investigation and analysis, solution development, communication and feedback, solution implementation, and final resolution and closure, ensuring a closed-loop management approach.

For platform-related defects, the Group classifies incidents based on severity and urgency, defining resolution methods and response times for different levels of faults. This approach aims to restore business systems in the shortest possible time, minimizing customer losses. During the reporting period, the Group received a total of 10 customer complaints, all of which were addressed within 48 hours, achieving a 100% complaint resolution rate.

Additionally, in 2024, the Group conducted 248 customer satisfaction surveys through mass questionnaire distribution and one-on-one customer interviews. The survey participants included customers from various industries, such as financial services, insurance, retail, and energy. These surveys enabled the Group to identify potential issues promptly, facilitate the smooth execution of ongoing projects, and foster strong cooperative relationships with customers, further enhancing customer satisfaction. Looking ahead, the Group will focus on key customer segments, deepen cooperation, and support sustainable business development.

Upholding Technology Ethics

Amid the new wave of technological revolution and industrial transformation driven by artificial intelligence, 4Paradigm remains committed to developing and deploying AI technology in an ethical and secure manner. The Group strictly adheres to the *Ethical Norms for the New Generation of Artificial Intelligence* and global privacy protection frameworks to ensure that technological applications always comply with legal regulations and shared human values.

Additionally, in terms of responsible marketing management, 4Paradigm upholds the principles of integrity and transparency in product promotion and market activities. The Group strictly complies with the *Advertising Law of the People's Republic of China* and the *Administrative Measures for Internet Advertising*, embedding the concept of responsible marketing throughout the entire AI product lifecycle. The Group strictly prohibits false, exaggerated, or misleading advertising claims, ensuring that disclosures regarding technological performance, application scenarios, and service commitments are truthful, accurate, and complete, maintaining corporate brand credibility and fostering a fair competitive environment within the industry. During the reporting period, the Group did not experience any regulatory penalties or customer complaints related to misleading advertising.

Performance of Responsible Procurement

| Supplier Management |

4Paradigm has formulated internal management rules such as *Supplier Management Measures*, *Procurement Management Measures* and *Implementation Rules of Tender Management Measures* to standardize supplier management, clarify the responsibilities of procurement subjects and avoid procurement risks in strict compliance with pertinent laws and regulations. We actively urge our suppliers to behave incorruptibly, fulfill environmental and social responsibilities, and construct a complete, efficient and sustainable supply chain management system with the suppliers.

○ Management of Supplier Onboarding

4Paradigm strictly manages supplier onboarding, conducts onboarding audits of the suppliers' qualification documents, quality assurance, production, delivery, social security contributions, and other aspects according to relevant procedures, and particularly evaluates the factors that may affect product quality and safety. In addition, the Group also establishes different supplier qualification requirements, evaluation standards and conditions for different categories of materials, intending to perform comprehensive, scientific and rigorous assessments for supplier onboarding to ensure the service quality of the suppliers.

○ Management of Supplier Evaluation

4Paradigm annually evaluates our suppliers according to different dimensions, including resource and technical support, response timeliness, service attitude, delivery timeliness, product quality and satisfaction with delivery. We regularly update the *Supplier List* and supplier status in the supplier system library according to the evaluation results and manage the suppliers by class. We consider entering into a strategic framework cooperation agreement first with the suppliers we collaborate with over the long term. Those suppliers with a score lower than 60 in the annual comprehensive evaluation will be included in the grey list of suppliers and suspended from bidding for 12 months. In 2024, the Group evaluated a total of 32 suppliers, among which 100% of suppliers obtained 80 and higher scores, and no supplier was included in the grey list of suppliers.

○ Supplier Risk Management

4Paradigm continuously increases the supply chain response speed, reduces costs and operational risks of the supply chain, performs quality management for and supervises the whole process of material supply. We continuously improve safe, timely, green and economical supply and quality management of materials by effectively performing regular special inspections of supply quality, quality inspections, regular audits and dynamic management, and actively building a digital supply chain management platform. As of the end of the reporting period, the Group had a total of 416 suppliers, among which 350 suppliers were newly added.

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Supplier Management		Unit	2024
Total number of new suppliers classified by geographical region	Suppliers of Mainland China	company	333
	Hong Kong, Macao, Taiwan and foreign suppliers	company	17
Percentage of purchasing specialists passing professional procurement training inside the Group		%	100

Suppliers' Incorruptness Building

To further promote the incorruptness building, 4Paradigm has formulated strict integrity clauses in the *Tender Documents*, and anti-fraud and anti-money laundering clauses in the contracts. In addition, the Group and the accepted suppliers sign the *Letter of Undertaking on Supplier Compliance*, where the suppliers are expressly required to strictly abide by the *Anti-Unfair Competition Law of the People's Republic of China*, the *Law of the People's Republic of China on Tenders and Bids*, and relevant laws and regulations applicable to anti-fraud and anti-money laundering, to prevent commercial bribery, including but not limited to sending gifts, reimbursing expenses, offering commissions or rebates, arranging travel and entertainment, and offering securities, gift cards or other forms of benefits. During the reporting period, 100% of the suppliers signed the *Letter of Undertaking on Supplier Compliance*.

In case of any business operations against good faith, the Group accepts complaints from the suppliers through real-name whistle-blowing. We have also set up a department and created an email account for whistle-blowing.

Exchanges and Communications with the Suppliers

The Group regularly conducts on-site visits to key suppliers with which we maintain long-term partnerships, in order to better understand their office environment, production processes, warehousing, logistics, inventory turnover, and other relevant factors. Through visits and exchanges with the suppliers, we further assess their business development and operational status to evaluate their stability and sustainability.

In 2024, to maintain long-term, stable, and sustainable cooperation relationships with the suppliers, the Group organized multiple supplier communication meetings—both face-to-face and via video conference. These sessions focused on listening to suppliers' opinions and suggestions, understanding the difficulties and challenges they encountered in cooperation, and jointly analyzing market trends. We seek potential collaboration opportunities and discuss matters such as technological innovation, R&D cooperation, cost control, and supply optimization, promoting sustainable development and advancement in the artificial intelligence industry for both parties.

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Technology for Good and Intelligence for All

4Paradigm is committed to creating an equal and inclusive workplace, providing employees with diverse welfare policies, and fostering a diverse workplace. 4Paradigm continuously protects the legitimate rights and interests of the employees, provides employee welfare and care, cares for the employees' occupational health, pays attention to personnel training, and strives to create a fair and harmonious working environment, to facilitate high-quality sustainable development. Besides, we shoulder social responsibilities, actively give back to society, solve social problems with funding, manpower, materials and AI technologies, promote equality and inclusivity, and drive sustainable development of the society.

Responding to the UN SDGs:

| 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 14 LIFE BELOW WATER | 15 LIFE ON LAND |

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Protecting Employee Rights and Interests

Compliance with Labor Standards

4Paradigm strictly abides by relevant laws, regulations and provisions such as the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Provisions on the Prohibition of Using Child Labor*, the *Universal Declaration of Human Rights* and the *International Labor Conventions*. We strictly ban the employment of child labor or forced labor and restrict the employees' freedom and any kind of discrimination, etc.The Group strictly verifies the identity information of applicants during the recruitment process to ensure that the hiring process is legal and compliant, and to avoid the employment of child labor. During the reporting period, the Group did not have any instances of employing child labor or forced labor, nor any other illegal or non-compliant employment practices.

The Group has established and strictly implemented a lifecycle management system for workers. We regularly provide feedback regarding different systems and procedures and optimize them, including but not limited to the *Employee Handbook*, *Management Measures for Job Transfer*, *Incentive Management Measures*, *Remuneration Management Measures*, *Holiday Management Measures* and *Training Management Measures*, to ensure compliance with employment and truly protect the employees' legitimate rights and interests.

The Group has built an Ethics Committee, where special personnel are appointed to supervise and manage activities related to anti-sexual harassment, anti-corruption and anti-bribery. The employees can report violations of regulations and disciplines through special mailboxes or by letters, etc. The Group investigates and deals with such behaviors in time in accordance with its rules.

Indicators		Unit	2024
Employee rights and interests	Percentage of employees signing labor contracts	%	100
	Coverage of social insurance	%	100

Expansion of Diversified Recruitment Channels

4Paradigm actively explores and expands diversified recruitment channels and a de-hierarchical talent activation mechanism. Building upon traditional recruitment methods, the Group continuously innovates talent selection mechanisms to expand our talent pool and inject new momentum into AI technology development.

Diversified Recruitment Channels

Independently Developed Innovative Recruitment System

The Group has developed a proprietary interview evaluation system that simulates real work scenarios to objectively assess candidates' technical capabilities and job fit, supporting a scientific and efficient talent selection process.

Long-Term and Stable University-Enterprise Cooperation

The Group continues to promote university-enterprise cooperation and has launched technical competition programs for university students to cultivate and reserve outstanding talent. During the reporting period, the Group independently recruited one Ph.D. student in Computer Science and Technology from Tsinghua University and completed the onboarding process for a postdoctoral researcher.

Employment Support for People with Disabilities

The Group responds to policies supporting the employment of people with disabilities by establishing cooperative relationships with disability social service centers to expand employment opportunities for this group. During the reporting period, the Group employed a total of 13 individuals with disabilities.

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Number of New Employees by Category

2024 New Employees by Gender

Female
59persons

Male
122persons

2024 New Employees by Age

41-50
13persons

51 and above
2persons

31-40
66persons

30 and below
100persons
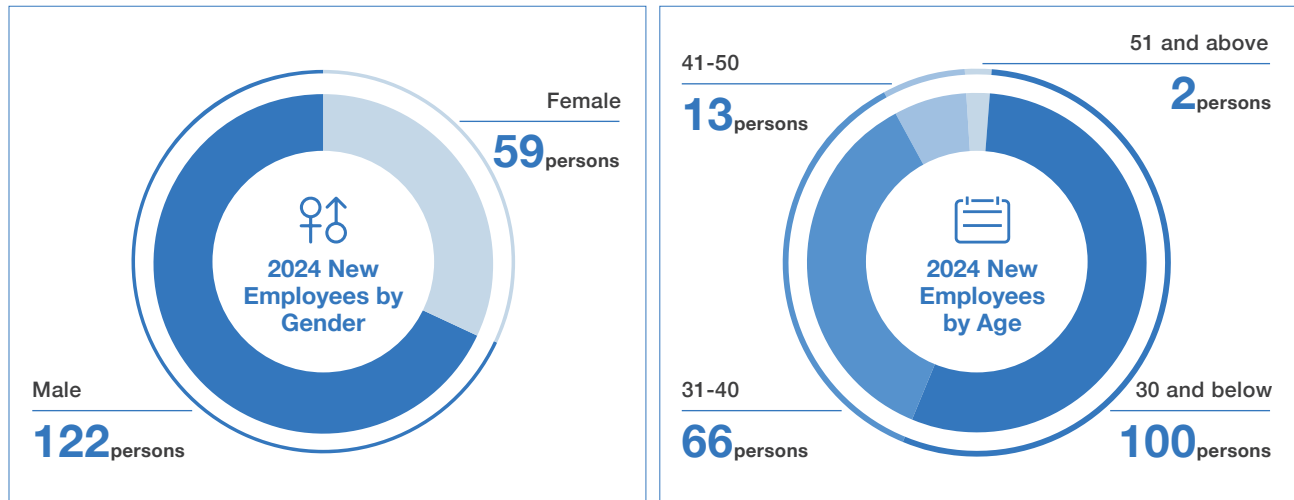
Employment		Unit	2024
Total number of Employees[1]		person	967
By gender	Male employees	person	652
	Female employees	person	315
By type of employment	Labor contract system	person	787
	Dispatch system	person	0
	Other[2]	person	180
By age	30 and below	person	481
	31-40	person	401
	41-50	person	72
	51 and above	person	13
By region	Employees working in Mainland China	person	957
	Employees working in Hong Kong, Macao and Taiwan of China	person	3
	Employees working in other countries and regions	person	7
By rank	Total number of junior employees	person	838
	Total number of employees in senior and middle management	person	129

[1] Employee Headcount as of the End of the Reporting Period.

[2] Other includes outsourced employees, part-time employees, and interns.

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4Paradigm is committed to attracting and retaining talents from diverse backgrounds. As of December 31, 2024, the employee turnover rate of the Group is as follows:

Employee Turnover Situation		Unit	2024
Total number of employee turnover[3]		person	506
Total rate of employee turnover[4]		%	25.5
By gender[5]	Male employees	%	24.0
	Female employees	%	29.7
By age	30 and below	%	22.6
	31 - 40	%	29.0
	41 - 50	%	28.3
	51 and above	%	11.1
By region	Employees working in Mainland China	%	25.5
	Employees working in Hong Kong, Macao and Taiwan	%	25.0
	Employees working in other countries and regions	%	30.0

[3]This indicator only covers full-time employed staff.

[4]Employee turnover rate for the year 2024 in this Report= Number of employees who left during the reporting period / (Number of employees at the beginning of the reporting period + Number of new employees during the reporting period).

[5]Turnover rate by category for the year 2024 in this Report= Number of employees who left in that category / (Number of employees in that category at the beginning of the reporting period + Number of new employees in that category during the reporting period).

Safeguarding Safety and Health

4Paradigm places great emphasis on employees' occupational health and safety, strictly complying with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Fire Control Law of the People's Republic of China*, and other relevant laws and regulations. The Group continuously improves our occupational health and safety management system. Among all, our Beijing office has obtained ISO 45001 Occupational Health and Safety Management System Certification, providing comprehensive protection for employees' health and safety.

ISO 45001 Occupational Health and Safety Management System Certificate

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The Group has equipped our office areas with comprehensive safety equipment and posted prominent safety reminders to ensure employees' daily safety. During the reporting period, the Company meticulously organized the Safety Month activities, preparing a series of diverse workplace safety interactions and knowledge-sharing activities. Through engaging interactive initiatives such as the online quiz "Test Your Safety Awareness", the safety-themed exhibition "Identify Potential Hazards to Ensure Health and Safety", and the mobile phone screen privacy protection campaign "Secure Your Privacy with a Screen Protector", employees gained an understanding of safety hazards, learned essential safety skills, and further enhanced their safety awareness, creating a secure and reassuring workplace environment.

Safety Month Series Activities

The Group consistently regards employees' physical and mental well-being as a driving force for corporate development, actively promoting a healthy work philosophy and striving to create a safe and healthy work environment. In terms of infrastructure, the Company invested tens of thousands of RMB during the reporting period to improve air quality in new office areas, ensuring that indoor air meets high standards. Additionally, high-quality ergonomic chairs were provided to reduce the negative impact of prolonged sitting, enhancing employees' comfort and work efficiency. Furthermore, the Company has equipped workplaces with essential health and safety equipment, such as Automated External Defibrillators (AEDs), and has organized first-aid training and on-site emergency drills to establish a safe and reliable workplace environment.

Regarding health and wellness initiatives, the Company has implemented "4Paradigm's Health Plan", which cover a series of innovative measures to support employees' physical and mental well-being. These initiatives include organizing sports activities, establishing internal sports clubs, hosting themed health salons, and offering regular corporate fitness courses. Additionally, the Company provides benefits such as annual physical examinations, psychological consultation, and massage services, along with commercial medical insurance for all employees to safeguard their overall well-being. During the reporting period, the Group's work-related injuries primarily resulted from traffic accidents occurring during employees' commutes. Following such incidents, the Group's Human Resources Department promptly initiated the work-related injury recognition process in accordance with the Work Injury Insurance Regulations and ensured that injured employees received work injury insurance benefits as required by law.

Occupational health and safety index		Unit	2024
Occupational health and safety	Days lost due to work-related injuries	day	330
	Number of work-related fatalities	person	0
	Number of employees in posts with risks of occupational diseases	person	0
	Ratio of exposure to occupational hazards	%	0
	Number of employees with occupational diseases	person	0
Safety incidents situation	Number of employees with work-related injuries[6]	person	3
	Number of work-related injuries	injury	3

[6] Work-related injuries were primarily caused by traffic accidents occurring during employees' commutes.

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Occupational health and safety index		Unit	2024
Safety incidents situation	Mortality rate of work-related injuries	%	0
	Number of employees with occupational diseases	person	0
	Number of work-related injury incidents[7]	incident	0
	Number of deaths in work-related injury incidents	person	0
	Mortality rate per million working hours	%	0
Health and safety investments	Investments in the employees' occupational health and safety	RMB' 0000	58.9

[7] The Group has not experienced any work-related fatalities in the past three years (including the reporting period).

Focusing on Talent Development

| Unblocking Career Development Channels |

4Paradigm provides clear career advancement pathways, granting employees ample autonomy and innovation space to help them unlock their full potential. The Company has established a "North Star Metric", allowing technical employees to propose projects guided by clear and objective North Star metrics and based on their assessment of current and potential future customer needs, aligned with their own interests. The Company fully respects employees' personal aspirations, enabling them to either advance within the technical system to deepen their expertise or establish new business units or subsidiaries under the Paradigm Incubation System, with opportunities to be promoted to CTO or CEO. Meanwhile, the Group is committed to building an open talent ecosystem and has established a job mobility mechanism, allowing technical employees to apply for cross-functional transfers (such as to the marketing track) based on their personal development plans, thereby fully empowering employee career growth.

Tri-dimensional career development system

Dual-track growth in technology and business

Goal-oriented corporate culture

Low-cost internal entrepreneurship platform
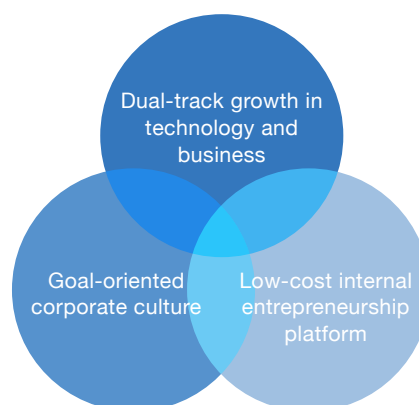
| Establishing Employee Incentive Mechanisms |

To promote the sustainable development of the Group and to stimulate and mobilize employees' creativity and enthusiasm, 4Paradigm has formulated the *Employee Incentive Management Measures*, with the equity incentive plan and the stock option plan approved by the shareholders' meeting of 4Paradigm in September 2024. By granting incentive equity to specific incentive recipients, the Group aims to enhance our value while providing employees with added benefits, achieving mutual development.

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Constructing an Employee Training System

Starting from enhancing employees' core competencies, 4Paradigm tailors customized development plans based on the career paths of employees in different positions. These plans include comprehensive new employee training, general skills training, and specialized skill training for key positions. Additionally, in line with the Group's development and training management methods, a training effectiveness evaluation mechanism has been established. This mechanism assesses training outcomes through satisfaction surveys, employee interviews, and efficiency evaluations, allowing for timely adjustments and optimization of training programs based on employee feedback.

For newly recruited graduates

Promote a plan for "exclusive training of students recruited from universities". Help all employees recruited from universities to adapt to their identity change from students to employees by taking general courses, professional courses, and off-the-job courses on enterprise cultures, and through autonomous learning based on 4Paradigm list of books, led by senior engineers and department managers as their mentors in their workplaces.

For newly technique talents

Establish a coach system for the chief technology officer to instruct technical talents. Organize sharing sessions with industry leaders and 1-to-1 mentoring on a weekly basis. Establish a complete industry-academia-research system.

Cooperate with several domestic and foreign top universities as well as famous external mentors to train talents.

4Paradigm Training System

Specialized Departmental Training

Based on the core functions of different departments, a business unit-led training mechanism is established. Specialized training is conducted annually in a dynamic manner to ensure that employees' professional competencies align with evolving business development needs.

To improve the employees' general skills

Improve the employees' work efficiency, general skills training is conducted, covering *Logical Thinking and Expression*, *Problem Analysis* and *Solving and Game Thinking*.

Employee development and training		Unit	2024
Total rate of employees trained		%	86.7
Rate of employees trained by level	Grassroots employees	%	85.7
	Senior and middle management employees	%	14.3
Rate of employees trained by gender	Male employees	%	65.7
	Female employees	%	34.3
Average training hours for all employees		hour	6.28
Hours of employees trained by level	Junior employees	hour	6.17
	Senior and middle management employees	hour	7.01
Hours of employees trained by gender	Male employees	hour	6.15
	Female employees	hour	6.54

Comprehensive Talent Exchange Mechanism

During the reporting period, the Group maintained long-term industry-academia-research collaborations with universities and research institutions such as Tsinghua University, Beijing University of Posts and Telecommunications, Beihang University, Nanjing University, Hong Kong University of Science and Technology-Microsoft Research Institute, and the ChaLearn academic organization. These partnerships promote AI talent development and technological innovation. Through university-enterprise cooperation and open technology competitions, we transform our technological advantages into social value while cultivating and attracting outstanding young talents.

Case │ 4Paradigm's university-enterprise cooperation mechanism

During the reporting period, we collaborated with leading universities such as Tsinghua University and Beijing University of Posts and Telecommunications to establish internship bases and organized corporate open day activities for students. These initiatives fostered exchanges and cooperation in AI-related research projects and technological development, providing internship positions and training opportunities for over 200 students.

4Paradigm has been certified as an AI "Industry-Academia-Research-Employment" training base in Haidian District.

4Paradigm Open Day Activity

Case │ 4Paradigm AI Algorithm Ranking Challenge

During the reporting period, 4Paradigm launched the "4Paradigm AI Algorithm Ranking Challenge" for all university students. The competition was conducted online to identify outstanding AI talents, with top participants receiving priority recruitment opportunities at 4Paradigm and financial rewards. The Group plans to regularize this initiative from 2025 onwards and extend participation to a broader range of the public and technology enthusiasts, aiming to promote the sharing of technological resources across society and provide broader learning and growth opportunities for talents with this action.

AI Algorithm Ranking Challenge Poster

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Providing Diverse Benefits

4Paradigm has established a highly competitive salary and incentive system with a flexible and diverse salary structure, including biannual salary adjustments to ensure employees receive fair returns for their contributions. Additionally, we provide comprehensive social security benefits, including the statutory five social insurances and housing provident fund, along with supplementary commercial insurance to safeguard employees' rights and well-being.

In terms of employee benefits and corporate culture development, the Group has meticulously designed a comprehensive benefits system that includes a wide range of corporate cultural activities and employee clubs. From professional training to personal interests, and from team-building activities to leisure activities, a series of engaging and meaningful activities are provided to create a relaxed and enjoyable work environment for employees. By continuously optimizing the salary and benefits system and enriching corporate culture, the Group is committed to ensuring that every employee experiences a sense of achievement in career development, a sense of belonging within the team, and a sense of fulfillment at work, fostering a mutually beneficial relationship between the Group and our employees.

Salary and Benefit System

The Group is committed to establishing a fair, reasonable, and highly competitive salary system aimed at attracting and retaining top talents, thereby driving the Group's growth. The employee salary structure consists of multiple components, including base salary, benefits/allowances, bonuses, and performance-based incentives. The base salary is determined within a job salary guideline range established by the Group, based on a comprehensive assessment of factors such as job classification, job nature, and market dynamics. It is precisely adjusted according to employees' knowledge, skills, practical experience and other relevant conditions to ensure alignment with market standards and maintain industry competitiveness. Additionally, the Group has implemented an equity incentive plan closely linked to our strategic objectives as a long-term incentive mechanism, which is designed to encourage sustained employee contributions and foster loyalty to the Group, working together with employees to build a promising future.

Comprehensive Benefits System

Benefits Package

Birthday, Wedding, and Childbirth Gifts, as well as Holiday Presents

Competitive Base Salary

Various Performance Bonuses and Biannual Salary Adjustment Opportunities

Six Insurances and One Housing Fund

In Addition to the Statutory Benefits, Commercial Medical Insurance is Provided for All Employees

Flexible Job Transfers

Convenient Internal Transfers with More Promotion Opportunities

Employee Activity Clubs

Soccer, Frisbee, Board Games, Basketball

Flexible Working Hours

Employees of Applicable Positions Can Choose Their Work Schedule Based on Personal Preferences

Paid Annual Leave

In Addition to Statutory Entitlements, 10–15 Extra Days of Annual Leave Are Granted Based on Seniority

Work Environment and Democratic Communications

4Paradigm is committed to providing employees with a safe, comfortable, and relaxing work environment. We care for our employees' demands and opinions and keep the lines of communication open.

Open workspaces, diverse talent backgrounds, and a flat organizational structure foster an atmosphere of equal and honest communication.

Create a humanized environment and meet employees' daily needs. Set up a gym, meditation room, nursery room, game room, nap room, library, refreshment area, etc.

Actively respond to issues raised by employees and establish a comprehensive internal communication mechanism to address each concern employees have regarding the Group's development.

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Gym

Refreshment Area

Reading Corner

Meditation Room

Care for Female Employees

4Paradigm provides thoughtful care for female employees, creating a safe, comfortable, and respectful working environment with attention to detail. Based on the property conditions of each office site, the Group has meticulously designed nursery rooms in suitable spaces, equipped with refrigerators, guides, storage shelves, and blackout curtains. To further enhance the user experience, maternity hygiene products have been added, ensuring that every mother feels the warmth and convenience of home in the workplace. In terms of exclusive benefits for female employees, the Group organizes a variety of activities on Women's Day, providing wellness gift sets, souvenirs, shopping subsidies, and eyebrow grooming services.

The Group is committed to protecting the safety and rights of female employees and maintains a zero-tolerance attitude toward workplace sexual harassment. The Group has established an Ethics Committee to handle related complaints and provides clear regulations and a dedicated email channel to ensure strong protection of female employees' rights. Additionally, the Group offers a female employee late-night transportation benefit, providing exclusive car-hailing services through the Didi Enterprise Edition platform and covering all costs, ensuring safe transportation for female employees working late hours.

A nursing room that ensures both privacy and comfort

Providing exclusive gifts for female employees

Surprise shopping benefits for female employees

Women's Day activities

Employees' activities

4Paradigm has meticulously established and officially launched a new corporate culture philosophy through various initiatives, including executive co-creation, employee surveys, and cultural values workshops. We integrate core cultural values into employees' daily work and lives through channels such as letters to all employees, corporate culture seminars of departments, internal publicity and cultural evaluation activities. The Group places great emphasis on employee care and leads several cultural and caring activities in combination with the corporate cultures to foster a happy, harmonious, and sustainable workplace.

Organizing diverse activities

Including company celebrations, annual meetings, team building, office relocation ceremonies, birthday gatherings, work anniversaries, and Paradigm Family Day, as well as themed activities such as the "Pre-loved Market Festival", "New Year Lucky Bonus", workplace safety and fire safety awareness programs.

Handing out festival gifts

Including gifts for Spring Festival, Paradigm Family Day, and childbirth, as well as festival-related special gifts.

Establishing interest clubs

Including archery, frisbee, board games, soccer, table tennis, basketball, and motorcycle clubs, with comprehensive types of support from sites to funds.

"Vitality Sports Day" Activity

"Pre-loved Market Festival" Activity

"Family Day - Enjoy Art with You" Activity

"10th Anniversary Celebration" Series Activity

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Basketball Club

Badminton Club

Billiards Club

Soccer Club

Supporting Public Welfare and Charity

On the premise of guaranteeing our own development, 4Paradigm actively shoulders social responsibilities and invests considerable funds, manpower and materials in areas including rural revitalization, cultural education, and environmental protection to serve people's livelihood. Based on our principal business, we facilitate community development, solve social problems and protect endangered animals through science and technology, giving back to society with real actions.

In 2024, 4Paradigm contributed a total of RMB **200,000** to charitable initiatives, supporting public welfare activities focused on education.

The Group continues to deepen our efforts in the AI+ Culture field and has collaborated with the Buddhist community to launch the "identification of ancient books with AI" project. The use of AI allows the recognition speed of ancient characters to reach milliseconds with an accuracy rate of 99%, thus providing strong support for the preservation of ancient texts and cultural heritage. In the field of endangered animal protection, the Group has partnered with national wildlife reserves to rapidly identify animal species with an accuracy rate of 98%. Compared to traditional manual methods, AI technology enables real-time dynamic monitoring, providing efficient and accurate data support for wildlife conservation and significantly enhancing protection efforts. Looking ahead, the Group will continue to drive green and sustainable development through artificial intelligence, break through the boundaries of technology, and empower more industries.

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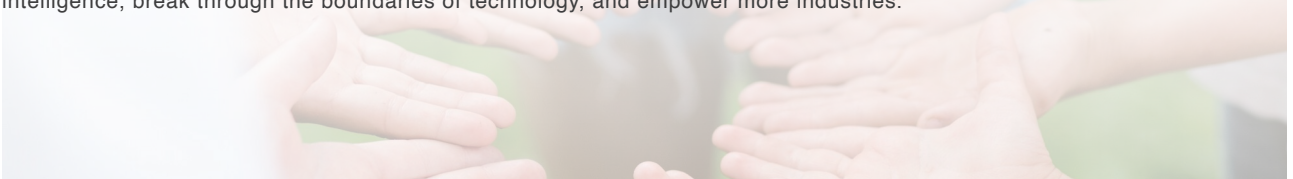
💡 Highlight 1│AI facilitates the restoration of ancient books

Tripitaka is the highest scripture of Chinese Buddhism and has unparalleled cultural value. In order to preserve and pass down Tripitaka permanently, a Buddhist college recruited 30,000 volunteers to digitize Tripitaka.

The Current Status of Ancient Books, represented by the Tripitaka:

- **Vast Quantity**: According to the National Library, public collections nationwide hold over 50 million volumes of ancient books, with approximately 15 million volumes in need of repair.

- **Cultural Significance**: Taking the Tripitaka as an example, it is a comprehensive collection of all existing Buddhist scriptures and represents the highest canonical books of Chinese Buddhism. In the Indian subcontinent, the birth-place of Buddhism, the original scriptures have vanished, and only the Chinese translations have been preserved. Over a span of more than a thousand years, China published 10+ official printings of the Tripitaka, which are regarded as contributions of Chinese civilization to global cultural development, highlighting the cultural and social significance of ancient texts such as the Tripitaka.

- **Complex Variety**: Ancient books represented by the Tripitaka encompass collections in multiple versions and languages. Within the detailed descriptions of different versions and languages, there are variations in characters, resulting in numerous variant and obscure characters. According to incomplete statistics, the total number of characters within the Tripitaka amounts to tens of billions, posing significant challenges to the protection and restoration of ancient texts.

Technical Challenges:

- **Complex process**: the digitization of Tripitaka requires manual extraction, recognition, and re-entry.

- **Time-consuming**: all the Tripitaka existing in the world are severely damaged and extremely difficult to identify. It would take decades or even centuries to complete the collation by relying on manpower.

- **Extremely difficult**: because of ancient books' inherent fragility, plenty of rare ancient books are being acidified at a faster and faster speed.

With the power of AI, the restoration speed of cultural ancient books will greatly accelerate, better promote the inheritance and development of civilization, and deepen and broaden the inheritance and dissemination of ancient books culture.

4Paradigm and the Buddhist college carried out a cultural project on "identification of ancient books with AI". Using the deep learning technology of AI, 4Paradigm builds a model for character feature recognition and a huge network structure based on OCR recognition technology, to digitize and recognize the billions of ancient characters that exist on different carriers. Then, through extensive data training, it acquires the ability to recognize Chinese characters in ancient books, standardize rare characters, and identify and preserve massive Chinese characters by utilizing prediction, association, and self-evolution capabilities. Finally, the machine completes the heavy work of recognition and entry. This solution signifies that AI plays important roles in preserving the rare ancient books and inheriting civilizations.

Highlight and Performance

The use of AI allows the recognition speed of ancient characters to reach milliseconds and the accuracy rate to reach **99**%.
The trillion-dimensional OCR model can identify ancient characters **80**%.
Through AI's prediction and association capabilities as well as experts' understanding of rare and difficult characters, the accuracy rate can be improved to **99.8**%.

Tripitaka

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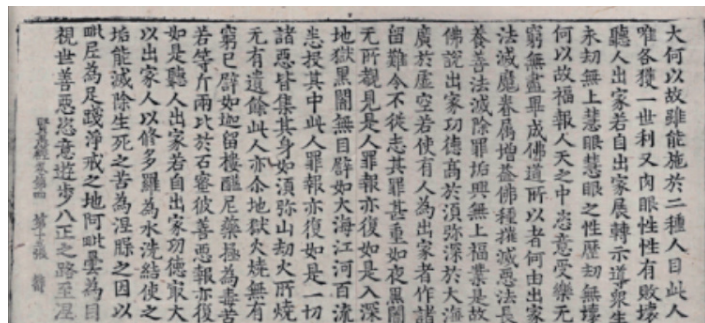
Highlight 2 │ AI makes contributions to the protection of endangered animals

In recent years, China has systematically implemented conservation projects for critically endangered wildlife. Infrared cameras are used to monitor and track animals' "daily life" in fields, to analyze their health status and to monitor human poaching. Due to many unbreakable technical difficulties in infrared detection, a national wildlife reserve has joined hands with 4Paradigm to break through the existing difficulties through AI technology.

The Basic Situation of the national wildlife reserve:

- **Rich species**: there are 51 kinds of nationally protected animals, including more than 10 first-class protected animals such as pandas, golden monkeys, takins, leopards, etc.

- **Large area and complex environment**: the total area is 183,799 hectares with a forest coverage rate of 87.3%.

- **Manual recording requires a large workload and is inefficient**: recording signs of animal activity, including footprints, feces, carcasses, and even roars.

Technical Difficulties:

- **High quantity**: tens of millions of dynamic images need processing, to be processed, and manual annotation and recognition are too inefficient.

- **Low quality**: animals move at high speeds, resulting in blurry images; the environment is complex, and animals may be obscured; animals have similar appearances, making them difficult to identify.

- **Untimely**: if relying solely on manpower, it takes three months to classify animals from the recovered monitoring photos each time, making it difficult to obtain important data in a timely manner and to provide timely warnings for poaching.

With the power of AI, 4Paradigm reverses the trend of malicious decline in species population, making the wildlife protection process simpler and the guarding method more effective. Using AI-based image classification and object detection technologies, quickly and accurately identify animal species and improve manual detection efficiency; through real-time dynamic monitoring, provide timely data support and prediction for animals' health status and habits. In addition, through leading automated machine learning, greatly reduce repetitive work of experts, and identify all kinds of animals at extremely low costs.

Highlight and Performance

The accuracy rate of animal recognition through AI-based image technology reaches **98**%.
The time has been shortened from 3 months to 1 week, and the efficiency has been improved by **1,200**%.

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Green Ecology and Sustainable Development

4Paradigm establishes and constantly improves the environmental management system, continuously carries out related work regarding the use of energies and resources and waste management, and improves the Group's green operations by optimizing the management system, promoting green office, and increasing the personnel's awareness of energy conservation and environmental protection. We fully recognize the vital role of AI technology in driving a low-carbon transition and sustainable development. Committed to advancing digital solutions, we assist carbon-intensive industries such as energy, manufacturing, and transportation in achieving green transformation, working together to build a greener and low-carbon future.

Responding to the UN SDGs:

6 CLEAN WATER AND SANITATION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

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Strengthening Environmental Management

4Paradigm strictly complies with the *Environmental Protection Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, as well as relevant environmental regulations and policies of the cities and provinces where we operate. The Group continuously strengthens our environmental management system. As a pioneering enterprise in the field of artificial intelligence, 4Paradigm is committed to harnessing technology for social good while fulfilling our social responsibilities. We prioritize environmental management and actively foster an environmentally friendly enterprise to drive sustainable development. For example, 4Paradigm (Beijing) Technology Co., Ltd. has obtained ISO14001 Environmental Management System certification.

ISO14001 Environmental Management System Certification Certificate

During the reporting period

The Group did not experience any environmental pollution incidents or other environmental violations.

Optimizing Resource Utilization

4Paradigm strictly strengthens the daily management of energies and other resources in compliance with laws and regulations related to environmental protection, including the *Energy Conservation Law of the People's Republic of China, the Environmental Protection Law of the People's Republic of China, and the Circular Economy Promotion Law of the People's Republic of China*. Since the Group has no canteen of our own, the main resources used by the Group are purchased electricity and municipal water. The Group's water supply comes from municipal sources, with water consumption mainly occurring in office areas for daily use, posing no issues in securing an appropriate water source. Given that the Group primarily engages in artificial intelligence development and does not produce large quantities of tangible physical products, we do not use or consume significant amounts of packaging materials.

The Group is committed to integrating the concept of green, low-carbon, and sustainable development into our daily operations and management. We emphasize efficient energy use management, actively promote energy conservation and environmental protection, continuously optimize our energy management system, and strive to maximize energy efficiency. Using 2023 as the baseline, the Group is committed to continuously a sustained reduction in water consumption intensity and energy consumption intensity over the next five years.

Actively promote awareness of conservation

The Group actively conducts energy-saving and low-carbon awareness campaigns to enhance employees' environmental consciousness. We have placed resource conservation signs in public areas to strengthen employees' awareness of conservation and have designated personnel to monitor resource usage, reducing unnecessary waste and fostering a workplace culture of "resource conservation" and "green office practices".

In water-use areas such as pantries and restrooms, the Group has posted "water conservation" signs to raise employees' awareness of water-saving, eliminate water waste, and promptly correct any wasteful behaviors. Energy-saving labels are placed on various energy-consuming equipment to remind employees to actively conserve energy. Additionally, the Group encourages the use of natural light in offices, meeting rooms, and other spaces whenever possible.

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Implementation of Water and Energy Conservation Measures

To effectively implement energy conservation and emission reduction measures, the Group procures water-saving faucets and other facilities to reduce water waste while strengthening routine inspection and maintenance of pipelines to prevent leaks, drips, and other issues. The Group also enhances the regular inspection and maintenance of energy-consuming equipment to optimize operational efficiency and ensure safety. Measures such as adjusting unnecessary lighting schedules and implementing a "lights off when leaving" policy have been adopted. Additionally, air conditioning usage is strictly managed, with summer temperatures set no lower than 26°C.
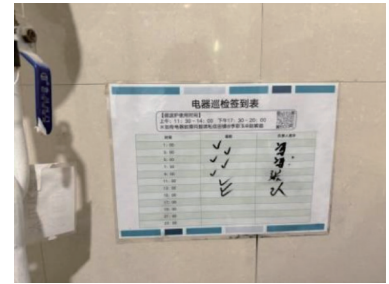
Electrical Inspection Sign-in Sheet

Furthermore, the Group has established an assessment system for property management staff (including security and cleaning personnel), explicitly specifying requirements for material replenishment quantities and operational timeframes. Resource usage is monitored, and performance is evaluated based on assessment criteria. Failure to meet the requirements results in corresponding deductions in scores or payments. By reinforcing an incentive-based assessment management model, the Group strengthens accountability and oversight in energy conservation and emission reduction efforts, effectively minimizing energy and resource waste and providing strong support for its green operations.

Practicing Green Office Initiatives

4Paradigm upholds the concept of green and environmentally friendly operations by reusing office supplies and practicing green office initiatives. The Group prioritizes office buildings that have obtained certifications such as LEED (Leadership in Energy and Environmental Design), health-focused building standard WELL, and green building certification system BEAM Plus (Building Environmental Assessment Method-Plus) to promote workplace sustainability and enhance environmental benefits.

LEED Gold certification of the building housing the Shanghai Office

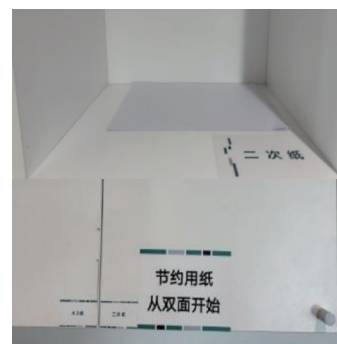### As of the end of the reporting period

The building housing the Group's Shanghai office has been awarded LEED Gold certification.

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The Group encourages employees to adopt paperless office practices, prioritizing black-and-white printing to reduce toner cartridge usage. Except for documents with specific requirements that necessitate single-sided printing, all other office documents are printed double-sided or distributed in electronic format to minimize paper consumption. Additionally, paper recycling areas are set up in the printing areas on each floor of the office, where employees can put used single-sided paper in the cabinets of recycled paper for those in need to retrieve these papers for purposes such as sticking invoices, printing unimportant documents, or using them as scratch paper.

Slogans Advocating Paper Conservation and Recycled Paper Utilization

During the reporting period

The Group consumed a total of **60** toner cartridges and recycled approximately **5,600** sheets of paper throughout the year.

During the reporting period

The performance data of the Group in purchased electricity and water resources are as follows:

Indicator		Unit	2024
Use of water resource	Total water consumption[8]	ton	3,965
	Water consumption intensity	ton/RMB'0000	0.0075
Energy Consumption	Purchased electricity	kWh	998,045.50
	Comprehensive energy consumption[9]	ton of standard coal (tce)	122.66
	Energy consumption intensity	kWh/RMB'0000	1.8972

[8] Due to the office relocation, the new leased property does not have a reclaimed water reuse facility. As a result, there was no recycled water usage during the reporting period.

[9] The total energy consumption is calculated based on the *General Principles for Calculation of Total Energy Consumption (GB/T 2589-2020)* issued by the State Administration for Market Regulation and the Standardization Administration of China.

Enhancing Pollution Control

During our operations, 4Paradigm does not generate wastewater or air emissions. Waste is produced only during office activities, primarily including office waste, domestic waste, and kitchen waste. The Group strictly complies with the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, the *Water Pollution Prevention and Control Law of the People's Republic of China*, and other relevant laws and regulations, actively minimizing various types of waste generated in our operations.

Waste Classification

The Group complies with local waste classification requirements of the operating locations for proper collection and classification, transporting waste to designated collection points for centralized handling by property management. Centralized waste sorting areas are set up on each floor, and personal waste bins are not provided at workstations to foster awareness of waste classification. Additionally, the Group promotes waste sorting among employees through our WeChat official account announcements and workplace posters to cultivate the employees' habit of conscious garbage sorting.

Waste Sorting Bins and Signage

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Hazardous Waste Management

The hazardous waste generated by the Group during daily operations primarily includes toner cartridges, used dry batteries, and obsolete computers. Hazardous waste, such as toner cartridges, is handed over to qualified third-party agencies for disposal to prevent environmental pollution. The Company has set up a hazardous waste collection point at the front desk, where employees are required to return used batteries when collecting new ones. The administrative team provides a battery replacement service, ensuring the proper collection and disposal of used batteries, thereby optimizing the management of electronic waste.

Used Battery Storage Point

Recycling use

The Group adheres to the concept of a circular economy, promoting waste reduction at the source and establishing processes for reuse, recycling, and resource recovery to minimize the environmental impacts of waste. We prioritize the internal reuse of old equipment. Office electronic devices such as computers can be repurchased by employees for personal use after a certain service period, enhancing the reuse rate of electronic equipment and reducing waste generation. Since the policy was launched in 2023, the Group has reduced electronic waste by 44 laptop units.

During the reporting period

Due to office relocations, the Group organized internal purchases for employees to repurpose furniture without reusable scenarios (such as ergonomic chairs) and surplus corporate gifts, successfully facilitating the circular reuse of **116** pieces of furniture.

Internal Purchase of Furniture without Usage Scenarios and Surplus Corporate Gifts

Case│Earth Day –"Pre-loved Market Festival"

In celebration of the Earth Day, we organized the "Pre-loved Market Festival" to promote the circular use of idle items through a non-equivalent exchange mechanism. The event adhered to the principles of zero-barrier participation and non-profit operation, featuring a standardized exchange area where employees could swap well-functioning and clean idle items—such as household appliances, books, and home goods—for needed materials, giving old items a new life. Employees could also hand over items to the front desk for recycling. Alternatively, a total of 76 employees participated, with 56 items collected and 31 idle items successfully exchanged.

Activity Poster

On-Site Activity Photos

Additionally, the activity included a feedback session to gather employees' opinions. Employees could participate in the questionnaire survey to obtain the lucky draw qualification, Finally, 45 questionnaires were collected, with a favorable rate of 99%. By establishing an open exchange platform, the initiative not only extended the lifespan of items but also deepened employees' understanding of resource circulation through interactive participation, effectively promoting the sustainable development concept of "Maximizing Use, Sharing Green".

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During the reporting period

The Group is committed to achieving **100**% compliant disposal of waste annually.This target was met. The waste emission data generated by the Group is as follows:

Indicators	Unit	2024
Total hazardous waste produced[10]	kg	28.80
Intensity of hazardous wastes	kg/RMB'0000	0.0001
Total non-hazardous waste produced[11]	kg	23,414.80
Intensity of non-hazardous wastes	kg/RMB'0000	0.0445

[10]During the reporting period, the hazardous waste generated by the Group in our daily operations primarily consisted of toner cartridges and used dry batteries.

[11]The Group's operations have a minimal environmental impact, with low volumes of domestic waste and kitchen waste. After being sorted and collected, these wastes are uniformly handled by property management and have no material impact on operations; therefore, no specialized data statistics have been conducted. In the future, as the business expands and waste generation increases, the Group will gradually improve our data collection processes. During the reporting period, the Group's non-hazardous waste primarily consisted of office paper and idle items disposed of due to office relocation.

Response to Climate Change

| Governance |

To effectively address climate risks, 4Paradigm relies on our ESG management framework to oversee climate-related risks and opportunities. Under this framework, the Group has established a scientific process for identifying and managing risks and opportunities, defined response measures, and enhanced risk management capabilities to reduce potential risks and control factors that may impact business operations.

Board of Directors

ESG Working Group

Business and Functional Departments

- The highest decision-making and regulatory body for climate change matters
- Comprehensively supervise the risk management of climate-related matters
- Responsible for setting the Group's sustainability direction and climate targets
- Regularly reviews the effectiveness of the Group's climate management strategy, including guidelines, targets, and action plans

- Responsible for identifying and analyzing the Group's climate-related risks and opportunities, formulating risk mitigation and adaptation plans, as well as setting reasonable climate targets
- Facilitates cross-departmental collaboration to implement climate actions and continuously monitors the progress and execution of established targets
- Provides timely feedback to the Board of Directors

- Promote the achievement of established climate targets based on risk mitigation and adaptation plans
- Implement effective and practical measures to mitigate and withstand the impacts of climate change
- Provide timely feedback to the Board of Directors

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Strategies

Globally, climate change has become one of the greatest challenges of the 21st century. Mitigating climate change is an objective necessity and an inherent requirement for sustainable development. The Group cannot ignore its impact or remain unaffected. The Group deeply recognizes the significance of climate change for long-term corporate development and adheres to China's "Carbon Peak and Carbon Neutrality" goals as its highest strategic guidance. We align with industry standards, closely monitor the potential impacts of climate change on our business and operations and refine response measures as needed to support global climate action.

During the reporting period, the Group's business, operating performance, and financial condition were not significantly adversely affected by any climate-related events. In 2024, the Group adopted the disclosure standards of the Task Force on Climate-Related Financial Disclosures (TCFD) as a framework to identify potential physical and transition risks in our operations, formulating a physical and transition risk list, which included an analysis of the identified risks' actual and potential impacts on operations, as well as corresponding risk response strategies and measures.

Physical Risks

Category	Potential Risk	Time Range[12]	Response Actions
Acute	• Extreme weather events (such as heavy rain, typhoons, snowstorms, floods, high temperatures, and severe cold) may impact the continuous operation of electrical facilities, in turn affecting business revenue. • Extreme weather may also pose potential safety and health risks to employees.	Short and medium term	• Conduct proactive prevention and weather monitoring, closely tracking weather changes in the locations of business operations and content production. • Actively develop various Business Continuity Plans (BCP), establishing efficient and orderly preventive measures and disaster response mechanisms. In case of severe weather, the Administration Department will promptly send out safety reminders to employees, dynamically adjust work-from-home or emergency evacuation strategies, and coordinate with the property management to deploy protective facilities in advance and strengthen property safety inspections.
Chronic	• Prolonged high temperatures and drought may lead to severe water shortages or impact cooling systems, potentially affecting the operational efficiency of data centers and other facilities.	Medium and long term	• Enhance equipment management, promote water conservation, and improve water resource utilization efficiency. • Consider climate impacts when selecting data center locations and maximize the use of natural conditions to assist in equipment cooling.

[12] The time frame for climate-related risks is defined as short-term (0–2 years), mid-term (2–5 years), and long-term (5–10 years) to assess the impact and trend of risks over different time periods.

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Transition Risks

Category	Potential Risk Influence	Time Range	Response Action
Policies and Regulations	• The government is tightening policies, laws, and regulations related to carbon emissions and environmental information disclosure, or stock exchanges may introduce new ESG and climate disclosure guidelines, increasing compliance pressure. • The national carbon emissions trading market is actively advancing, and policies such as carbon taxes and carbon pricing may impose additional cost pressures on enterprises.	Medium and long term	• Closely monitor government policies and regulations on climate change and continuously track global climate change trends. • Closely follow policy changes of the Hong Kong Stock Exchange, hold policy interpretation sessions for newly released policies, actively respond to new regulations, and enhance employees' awareness of ESG and climate change risk mitigation. • Actively support the national dual-control policy on energy consumption by leveraging AI to empower enterprises to achieve energy savings and reduce carbon emissions.
Market	• Customers may shift to purchasing low-carbon products and services to achieve their own carbon reduction targets, which could lead to a decrease in market share. • Increased electricity prices due to power supply issues may result in higher operating expenses.	Short and medium term	• Provide digital and intelligent low-carbon transition solutions for customers to empower industry transformation. • Improve energy efficiency through AI and advocate for electricity conservation.
Reputation	• As external attention to climate change increases, greater emission reduction efforts and higher disclosure and communication costs may be required to enhance stakeholder information transparency.	Short, medium, long term	• Disclose the impact of climate change on the Group and corresponding climate response measures promptly based on climate information disclosure frameworks widely used to address stakeholder concerns.

The Group is also actively seeking opportunities related to climate change. Under the "Carbon Peak and Carbon Neutrality" goals, as customers and partners gradually enhance their awareness of low-carbon and environmental protection, the demand for green-related solutions will steadily increase. In the future, the Group will collaborate with partners, suppliers, and other entities to seize low-carbon development opportunities, drive industry transformation through green and low-carbon initiatives, and work together to mitigate climate change.

Additionally, to effectively reduce greenhouse gas emissions generated during the Group's operations, employees are encouraged to adopt various measures to conserve electricity and to use public transportation. The Group also recognizes that the development of artificial intelligence relies on the consumption of electricity and water resources. As the Group's business and AI technologies continue to grow, the scale and number of required data centers are also expanding. To minimize the environmental and climate impact of AI development, the Group comprehensively considers the geographic location of data centers when selecting data center suppliers and prioritizes suppliers that use renewable energy or are located in areas with abundant natural cooling sources to reduce greenhouse gas emissions from refrigeration system operations.

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Risk Management

4Paradigm has established a comprehensive climate risk identification, analysis, and assessment process. Based on the collection and consolidation of information related to the Group's risks and management, the Group identifies potential climate risks that may hinder the achievement of departmental objectives and assesses their impact on business development, financial performance, and the likelihood and extent of occurrence. For identified significant risks, the Group evaluates the effectiveness of the existing internal control system, formulates response strategies and risk mitigation solutions, and determines reasonable risk control objectives as the basis for conducting climate-related risk management.

Metrics and Targets

4Paradigm's greenhouse gas emissions from business operations primarily originate from Scope 2 emissions, which are indirectly produced from purchased electricity. Due to the nature of the Group's business operations, our operations currently do not involve significant sources of greenhouse gas emissions. However, the Group recognizes the importance of mitigating climate change for long-term corporate development and environmental protection. Therefore, we have set the following targets and implemented measures to drive our achievement:

Targets

Using 2023 as the baseline year, the Group aims to reduce greenhouse gas emission intensity by **5**% by 2028.

In 2024, the Group's greenhouse gas emissions are as follows:

Indicators	Unit	2024
Direct greenhouse gas emissions (Scope 1)	CO_2 equivalent (in tonnes)	Not applicable
Indirect greenhouse gas emissions (Scope 2)[13]	CO_2 equivalent (in tonnes)	535.55
Total greenhouse gas emissions	CO_2 equivalent (in tonnes)	535.55
Intensity of greenhouse gas emission	CO_2 equivalent (in tonnes)/RMB'0000	0.0010

[13] Scope 2 emissions are calculated based on the Announcement on the Release of the 2022 Electricity CO_2 Emission Factors, published by the Ministry of Ecology and Environment of the People's Republic of China on December 26, 2024.

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Appendix 1:
ESG Key Performance Metrics Table

ESG indicators	Unit	2024	2023	2022
A Environment				
A1 Emissions				
A1.1 Types of Emissions and Related Emission Data	/	Not applicable	Not applicable	Not applicable
A1.2 Direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions and intensity				
Direct greenhouse gas emissions (Scope 1)	/	Not applicable	Not applicable	Not applicable
Indirect greenhouse gas emissions (Scope 2)	CO_2 equivalent (in tonnes)	535.55	527.21	475.91
Total greenhouse gas emissions	CO_2 equivalent (in tonnes)	535.55	527.21	475.91
Intensity of greenhouse gas emissions	CO_2 equivalent (in tonnes)/RMB'0000	0.0010	0.0013	0.0015
A1.3 Total hazardous wastes produced and intensity				
Total hazardous waste	kg	28.80	114.68	/
Hazardous waste intensity	kg/RMB'0000	0.00005	0.00027	/
A1.4 Total non-hazardous wastes produced and intensity				
Total non-hazardous waste	kg	23,414.80	26.20	/
Non-hazardous waste intensity	kg/RMB'0000	0.04451	0.00006	/
A2 Use of Resources				
A2.1 Direct and indirect energy consumption by type in total and intensity				
I. Direct energies				
Direct energy consumptions	/	Not applicable	Not applicable	Not applicable
II. Indirect energies				
Purchased electricity	kWh	998,045.50	924,447.16	834,485
Indirect energy consumption	kWh	998,045.50	924,447.16	834,485
Total energy consumption	kWh	998,045.50	924,447.16	834,485
Comprehensive energy consumption	ton of standard coal (tce)	122.66	113.61	102.56
Intensity of total energy consumption	kWh/RMB'0000	1.8972	2.1989	2.7071
A2.2 Water consumption in total and intensity				
Purchased municipal water	ton	3,965	2,623	6,136

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ESG indicators		Unit	2024	2023	2022
Total circulating water / reclaimed water volume		ton	/	2,921	3,014
Total water consumption		ton	3,965	2,623	6,136
Intensity of water consumption		ton/RMB'0000	0.0075	0.0062	0.0199
A2.5 Total packaging material used for finished products and per unit produced					
Packaging materials for finished products		/	Not applicable	Not applicable	Not applicable
B Society					
B1 Employment					
B1.1 Total workforce by gender, employment type and age group					
Total workforce		person	967	1,801	1,902
Number of employees by gender	Male employees	person	652	1,314	1,390
	Female employees	person	315	487	512
Number of employees by rank	Junior employees	person	838	1,508	1,613
	Employees in senior and middle management	person	129	293	289
Number of employees by age	51 and above	person	13	16	17
	41-50	person	72	146	128
	31-40	person	401	742	714
	30 and below	person	481	897	1,043
Number of employees by region	Mainland China	person	957	1,787	1,886
	Hong Kong, Macao, and Taiwan	person	3	4	4
	Other countries and regions	person	7	10	12
B1.2 Employee turnover ratio by gender, age, and region					
Total number of departing employees		person	506	956	710
Total employee turnover rate		%	25.5	35.6	/
Turnover rate by gender	Male employees	%	24.0	51.6	34.2
	Female employees	%	29.7	57.1	45.9
Turnover rate by age	51 and above	%	11.1	37.5	29.4
	41-50	%	28.3	44.5	32.0
	31-40	%	29.0	41.6	29.6
	30 and below	%	22.6	64.2	43.4

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ESG indicators		Unit	2024	2023	2022
Turnover rate by region	Mainland China	%	25.5	53.2	37.3
	Hong Kong, Macao, and Taiwan	%	25.0	25.0	25.0
	Other countries and regions	%	30.0	40.0	50.0
B2 Health and Safety					
B2.1 Number and rate of work-related facilities occurred in each of the past three years					
Number of work-related facilities		person	0	0	0
Ratio of work-related facilities		%	0	0	0
B2.2 Dyas lost due to work injuries					
Days lost due to work injuries		day	330	81	5
B3 Development and Training					
B3.1 Percentage of employees trained by gender and employee category					
Rate of employees trained to total number of employees		%	86.7	38.7	33.1
By gender	Male employees	%	65.7	54.1	53.2
	Female employees	%	34.3	45.9	46.8
By rank	Junior employees	%	85.7	90.5	91.6
	Employees in senior and middle management	%	14.3	9.5	8.4
B3.2 The average training hours completed per employee by gender and employee category					
Average training hours per employee		hour/person	6.28	8.28	9.71
By gender	Male employees	hour/person	6.15	8.97	10.63
	Female employees	hour/person	6.54	7.52	6.87
By rank	Junior employees	hour/person	6.17	7.68	8.39
	Employees in senior and middle management	hour/person	7.01	15.43	14.07
B5 Supplier Management					
B5.1 Number of suppliers by geographical region					
Total number of suppliers		company	416	426	/
By geographical region	Suppliers of Mainland China	company	399	411	/
	Hong Kong, Macao, Taiwan, foreign suppliers	company	17	15	/

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ESG indicators	Unit	2024	2023	2022
B6 Product Responsibility				
B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons				
Ratio of this type of product to the total quantity of the sold/or transported products	%	0	0	0
B6.2 Number of products and service related complaints received				
Number of product complaints	case	10	0	0
B7 Anti-corruption				
B7.1 Number of concluded legal cases regarding corrupt practices brought against the Group or its employees during the reporting period and the outcomes of the cases.				
Number of concluded cases regarding corrupt practices	piece	0	0	0
B7.3 Anti-corruption training for directors and employees				
Number of junior employees receiving anti-corruption training	person	725	528	/
Average hours of anti-corruption training for junior employees	hour	4.0	4.5	/
Number of senior and middle management employees receiving anti-corruption training	person	103	56	/
Average hours of senior and middle management employees for frontline employees	hour	2.0	6.0	/
Number of directors receiving anti-corruption training	person	9	10	/
Directors' anti-corruption training hours	hour	5.5	6.5	/
B8 Community investments				
B8.2 Resources contributed to the focus area				
Total donation for public welfare and charity	RMB'0000	20	25	/

Appendix 2:
Index to ESG Reporting Guide

Scope, dimensions and key performance indicators	Content and index	Corresponding section
A. Environment		
Dimension A1	Emission	
General Disclosure	(a) The policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Enhancing Pollution Control

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Scope, dimensions and key performance indicators	Content and index	Corresponding section
KPI A1.1	The types of emissions and respective emissions data.	Enhancing Pollution Control, Response to Climate Change
KPI A1.2	Total greenhouse gas emissions and where appropriate, intensity.	Enhancing Pollution Control
KPI A1.3	Total hazardous waste produced, and where appropriate, intensity.	Enhancing Pollution Control
KPI A1.4	Total non-hazardous wastes produced, and where appropriate, intensity.	Enhancing Pollution Control
KPI A1.5	Describe the measures for reducing emissions and outcomes.	Enhancing Pollution Control
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Enhancing Pollution Control
Aspect A2	Use of Resources	
General Disclosure	Policies on efficient use of resources, including energy, water and other raw materials.	Optimizing Resource Utilization
KPI A2.1	Direct and/or indirect energy consumption by type in total and intensity.	Optimizing Resource Utilization
KPI A2.2	Water consumption in total and intensity.	Optimizing Resource Utilization
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Optimizing Resource Utilization
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set, and steps taken to achieve them.	Optimizing Resource Utilization
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Not applicable
Aspect A3	Environment and Natural Resource	
General Disclosure	Policies on minimizing the issuer's significant impacts on the environment and natural resources.	Enhancing Pollution Control
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Enhancing Pollution Control
Aspect A4	Climate Change	
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Response to Climate Change
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Response to Climate Change
B. Society		
Aspect B1	Employment	

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Scope, dimensions and key performance indicators	Content and index	Corresponding section
General Disclosure	(a) The policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Protecting Employee Rights and Interests, Providing Diverse Benefits
KPI B1.1	Total workforce by gender, age group and geographical region.	Protecting Employee Rights and Interests
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Protecting Employee Rights and Interests
Aspect B2	Health and Safety	
General Disclosure	(a) The policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Safeguarding Safety and Health
KPI B2.1	The number and rate of work-related fatalities for each of the past three years (including the reporting year).	Safeguarding Safety and Health
KPI B2.2	Days lost due to work injury.	Safeguarding Safety and Health
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Safeguarding Safety and Health
Aspect B3	Development and Training	
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Focusing on Talent Development
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Focusing on Talent Development
KPI B3.2	The average training hours completed per employee by gender and employee category.	Focusing on Talent Development
Aspect B4	Labor Standards	
General Disclosure	(a) The policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	Protecting Employee Rights and Interests
KPI B4.1	Description of measures to review employment practices to avoid child and forced labor.	Protecting Employee Rights and Interests
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Protecting Employee Rights and Interests
Aspect B5	Supply Chain Management.	
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Performance of Responsible Procurement
KPI B5.1	Number of suppliers by geographical region.	Performance of Responsible Procurement

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Scope, dimensions and key performance indicators	Content and index	Corresponding section
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Performance of Responsible Procurement
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Performance of Responsible Procurement
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Performance of Responsible Procurement, Response to Climate Change
Aspect B6	Product Responsibility	
General Disclosure	(a) The policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Reinforcement of Quality Management
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Reinforcement of Quality Management
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Reinforcement of Quality Management
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Technical R&D and Innovations
KPI B6.4	Description of quality assurance process and recall procedures.	Reinforcement of Quality Management
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Information Security and Privacy Protection
Aspect B7	Anti-corruption	
General Disclosure	(a) The policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Business Ethics
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Business Ethics
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Business Ethics
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Business Ethics
Aspect B8	Community Investment	
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Supporting Public Welfare and Charity
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Supporting Public Welfare and Charity
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Supporting Public Welfare and Charity

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Dear Reader:

Thank you for taking the time to read this report. To improve our capabilities and performance in sustainable development, as well as to further enhance the quality of our ESG report, we sincerely invite you to complete the feedback form. We look forward to hearing your opinions and suggestions!

1.Are you satisfied with this Report as a whole?

☐ Yes   ☐ Average   ☐ No

2.Do you think this report reflects 4Paradigm's efforts and major impacts in environmental, social, and governance (ESG) aspects?

☐ Yes   ☐ Average   ☐ No

3.Do you think the information and indicators disclosed in this report are clear, accurate, and complete?

☐ Yes   ☐ Average   ☐ No

4.Do you think this report has disclosed and addressed the issues of concern to stakeholders?

☐ Yes   ☐ Average   ☐ No

5.Are you satisfied with the overall layout of this Report?

☐ Yes   ☐ Average   ☐ No

6.We welcome your additional opinions and suggestions regarding the 2024 Environmental, Social, and Governance (ESG) Report of 4Paradigm.

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You can feed back your valuable opinions as follows:

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