

Document name	Global Business Risk Management Plan	Version	A0
Document No.	WI_GMO_002	Date	2026/5/13
Responsibility	Enterprise Planning Dept.	第1页/共9页	

1.Purpose 目的

满足安德佳集团经营风险管理要求，建立覆盖跨区域政治风险、关税风险、财务金融风险、供应链风险等的风险管理体系，制定专项应急计划，保障集团跨地区运营持续稳定，提升顾客满意度。

To meet the business risk management requirements of ATA Group, establish a risk management system covering cross-regional political risks, tariff risks, financial risks, supply chain risks, etc., formulate special emergency plans, ensure the sustained and stable cross-regional operation of the Group, and enhance customer satisfaction.

2.Scope 适用范围

本程序适用于安德佳集团及下属子公司在运营过程中，针对跨地区政治、供应链、财务等相关风险的应急响应管理。

This procedure applies to the emergency response management of ATA Group and its subsidiaries for cross-regional political, supply chain, financial and other related risks during operation.

3.Realization of process 管理流程

3.1 风险识别范围 Risk Identification Scope

风险识别范围应覆盖安德佳集团跨地区运营各场景，具体如下：

The risk identification scope shall cover all scenarios of ATA Group's cross-regional operations, as detailed below:

1) 政治与政策风险（区域法规变化、行业政策变化、区域管控监控要求等）

Political and policy risks (changes in regional laws and regulations, adjustments to industry policies, regional regulatory and monitoring requirements, etc.)

2) 关税与贸易风险（进出口关税调整、贸易壁垒、报关政策变化等）

Tariff and trade risks (import and export tariff adjustments, trade barriers, changes in customs declaration policies, etc.)

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3) 财务金融风险 (现金流风险、汇率波动、应收账款坏账、投/融资风险等)

Financial risks (cash flow risks, exchange rate fluctuations, bad debts of accounts receivable, investment/financing risks, etc.)

4) 供应链风险 (下级供应商停产、破产、交付中断、重大质量事故等)

Supply chain risks (production suspension or bankruptcy of lower-tier suppliers, delivery disruptions, major quality accidents, etc.)

5) 其他突发应急事件 (公共事业中断、自然灾害、安全事故、网络安全、设备重大故障等)

Other unexpected emergencies (public utility interruptions, natural disasters, safety accidents, cybersecurity incidents, major equipment failures, etc.)

3.2 专项风险管控措施 Specific Risk Control Measures

3.2.1 政治与政策风险管控措施 Political and Policy Risk Control Measures

1) 建立法规政策信息跟踪机制，包括法律法规调整、汽车行业监管政策变化、环保要求等，每月更新跨地区政策动态，沟通应对预案；

Establish a tracking mechanism for laws, regulations and policies, including adjustments to laws and regulations, changes in automotive industry regulatory policies, environmental protection requirements, etc. Update cross-regional policy dynamics monthly and communicate response plans;

2) 预警机制：在识别到货物生产国、收货国或客户指定的目的国相关法规、政策调整、监管要求通知或媒体报道时，需明确该政策的影响程度、范围、时间跨度等信息，在接收到信息的 24 小时内书面通知客户及相关方；

Early warning mechanism: When identifying adjustments to relevant laws, regulations or policies, regulatory requirement notices or media reports from the country of goods production, receiving country or designated destination country of the customer, clarify the impact level, scope and time span of such policies, and notify customers and relevant parties in writing within 24 hours upon receipt of the information;

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- 3) 措施分级：根据政治政策对生产经营产生的不同影响程度，采取调整生产与出口规划、启动安全库存、紧急安排安德佳集团跨事业部转产等措施，确保订单交付。

Measures types: Take measures such as adjusting production and export plans, activating safety stock, and urgently arranging cross-business unit production transfer within ATA Group according to different impacts of political policies on production and operation to ensure order delivery.

3.2.2 关税与贸易风险管控措施 Tariff and Trade Risk Control Measures

- 1) 关税与报关跟踪：报关专员对接海关、实施收集关税、报关政策动态，如申报材料要求调整、跨境物流政策变化等，避免重大贸易壁垒出台，导致进出口成本大幅增加或业务无法正常开展；

Tariff and customs declaration tracking: Customs declaration specialists liaise with customs authorities to collect updates on tariff and customs declaration policies, such as adjustments to application materials and changes in cross-border logistics policies, to avoid significant increases in import and export costs or disruptions to normal business due to the introduction of major trade barriers;

- 2) 财务部根据关税政策优化成本测算模型，协助优化报关方案。

The Finance Department optimizes the cost calculation model based on tariff policies and assists in optimizing customs declaration plans;

- 3) 预警机制：在接收到相关政策变动后需在 24 小时内发布预警，同步告知采购部、业务部门及客户；

Early warning mechanism: Issue an early warning within 24 hours upon receipt of relevant policy changes, and notify the Procurement Department, business departments and customers simultaneously;

- 4) 措施分级：针对关税波动程度如波动在±5%或超过±10%，以及进出口业务的比重，分别采取不同的报关方案，如规划报关方案、物流路线、申请关税减免政策、必要时采取在多区域发展备选供应商，子公司间生产场地转移等措施，降低关税波动或贸易壁垒的影响。

Measures types: Adopt different customs declaration plans based on the degree of tariff

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fluctuations (e.g., $\pm 5\%$ or exceeding $\pm 10\%$) and the proportion of import and export business, such as formulating customs declaration plans and logistics routes, applying for tariff reduction and exemption policies, and if necessary, developing alternative suppliers in multiple regions and transferring production sites among subsidiaries to reduce the impact of tariff fluctuations or trade barriers.

3.2.3 财务金融风险管控措施 Financial Risk Control Measures

- 1) 建立集团现金流监控体系，财务部每月汇报各子公司现金流情况，编制现金流报表；针对汇率管控，每月开展汇率走势分析，及时调整外汇操作策略；

Establish a Group-wide cash flow monitoring system. The Finance Department reports the cash flow status of each subsidiary monthly and prepares cash flow statements; conduct monthly analysis of exchange rate trends for exchange rate control and adjust foreign exchange operation strategies in a timely manner;

- 2) 建立客户信用评级体系，对不同评级客户制定不同的付款条款；

Establish a customer credit rating system and formulate different payment terms for customers with different ratings;

- 3) 针对投融资风险管理，所有投融资项目需经风险管理委员会审批，开展可行性分析，评估风险，财务部跟踪投融资项目进展，汇报收益及风险情况；

Investment and financing risk management: All investment and financing projects shall be approved by the Risk Management Committee, undergo feasibility analysis and risk assessment. The Finance Department tracks the progress of investment and financing projects and reports on returns and risks;

- 4) 预警机制：对超出现金流预警线、汇率波动预警线、坏账预警线、投融资项目亏损预警线情况，需 24 小时内发布预警，同步告知相关部门、子公司，明确影响程度和范围。

Early warning mechanism: Issue an early warning within 24 hours for situations exceeding the cash flow warning line, exchange rate fluctuation warning line, bad debt warning line or investment/financing project loss warning line, notify relevant departments and subsidiaries

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simultaneously, and clarify the impact level and scope;

- 5) 措施分级：根据影响程度采取启动应急资金、启动相关法律程序、紧急融资、处置闲置资产等措施，确保订单交付不受影响。

Measures types: Take measures such as activating emergency funds, initiating relevant legal procedures, emergency financing and disposing of idle assets according to the impact level to ensure order delivery is not affected.

3.2.4 供应链风险管控措施 Supply Chain Risk Control Measures

- 1) 供应商准入与分级：建立供应商准入条件，重点审核供应商资质、产能、质量、财务稳定性、合规情况，对供应商进行分级管控（核心供应商、一般供应商、备选供应商）；

Supplier access and classification: Establish supplier access criteria focusing on reviewing supplier qualifications, production capacity, quality, financial stability and compliance, and implement classified control of suppliers (core suppliers, general suppliers, alternative suppliers);

- 2) 备选供应商布局：针对核心零部件、关键原材料，每个品类储备 2-3 家备选供应商，覆盖不同区域，避免单一供应商依赖；

Alternative supplier preparation: Reserve 2-3 alternative suppliers for each category of core components and key raw materials, covering different regions to avoid reliance on a single supplier;

- 3) 交付管控：与供应商签订明确的交付协议，明确交付周期、质量标准、违约责任；建立交付预警机制，对交付延迟风险提前干预；

Delivery control: Sign clear delivery agreements with suppliers specifying delivery cycles, quality standards and liability for breach of contract; establish a delivery early warning mechanism to intervene in advance against delivery delay risks;

- 4) 预警机制：核心供应商停产/破产、交付中断，无法保障客户订单生产；供应商重大质量事故，导

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致集团生产停滞；采购在收到预警信息后 24 小时内发布预警，同步告知生产运营中心、客户对接窗口等，告知影响及应对方向。

Early warning mechanism: Core supplier production suspension/bankruptcy or delivery disruption that fails to guarantee customer order production; major quality accidents of suppliers leading to production stagnation of the Group; the Procurement Department issues an early warning within 24 hours upon receipt of early warning information, notifies the Production and Operation Center and customer liaison window simultaneously, and informs the impact and response directions;

- 5) 措施分级：针对供应链不同的危机情况，核实原因、恢复时间等，采取对供应商的临时驻厂帮扶、切换采购渠道、启动备选供应商、物流加急、紧急生产等措施，确保顾客订单交付。

Measures types: Verify causes and recovery time for different supply chain crises, and take measures such as temporary on-site assistance to suppliers, switching procurement channels, activating alternative suppliers, expediting logistics and urgent production to ensure customer order delivery.

3.2.5 其他突发应急事件措施 Measures for Other Unexpected Emergencies

安德佳集团其他突发应急事件如停水、停电、火宅、自然灾害、安全事故、网络安全、设备重大故障、化学品泄露人力资源短缺等依据《WI_ATA_007 安德佳集团应急响应预案》实施预警及行动计划措施。

Other unexpected emergencies of ATA Group such as water/power outages, fires, natural disasters, safety accidents, cybersecurity incidents, major equipment failures, chemical leaks and human resource shortages shall be subject to the early warning and action plan measures specified in *WI_ATA_007 ATA Group Emergency Response Plan*.

3.3 风险应对措施评估与持续更新 Evaluation and Continuous Update of Risk Response Measures

每年开展一次全面风险评估，针对各类风险的识别、预警、响应、处置情况，分析存在的问题，

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优化本预案。

Conduct a comprehensive risk assessment annually, analyze existing problems regarding the identification, early warning, response and disposal of various risks, and optimize this plan.

3.4 记录保存 Record Retention

本预案相关所有记录（风险排查记录表、风险清单、预警通知、响应方案、处置记录、复盘报告、培训记录等），由各责任部门、子公司按要求留存，保存期限≥3年，确保可追溯。

All records related to this plan (risk inspection records, risk lists, early warning notices, response plans, disposal records, review reports, training records, etc.) shall be retained by responsible departments and subsidiaries as required for a period of **no less than 3 years** to ensure traceability.

4. Responsibilities 职责

1) 集团风险管理委员会：审批集团风险评估报告、专项应急计划、重大风险处置决策；统筹跨地区风险管理资源，协调各子公司、各部门协同处置重大风险，建立集团各子公司间紧急事件联络清单。

Group Risk Management Committee: Approve the Group's risk assessment reports, special emergency plans and major risk disposal decisions; coordinate cross-regional risk management resources, coordinate the joint disposal of major risks among subsidiaries and departments, and establish an emergency contact list among all Group subsidiaries;

2) 财务部：负责财务金融风险（现金流、汇率、应收账款、投融资）、关税与贸易风险的识别、监控、预警及针对性响应。

Finance Department: Responsible for the identification, monitoring, early warning and targeted response of financial risks (cash flow, exchange rate, accounts receivable, investment and financing) and tariff and trade risks;

3) 采购部与物流部：负责供应链风险的识别、监控；统筹跨地区供应链布局，保障供货稳定；对接

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下级供应商，跟踪整改与恢复情况。

Procurement and Logistics Department: Responsible for the identification and monitoring of supply chain risks; coordinate cross-regional supply chain layout to ensure stable supply; liaise with lower-tier suppliers and track rectification and recovery progress;

- 4) 生产运营中心：负责生产相关应急风险识别、监控、应急处置；制定生产现场应急方案；组织应急演练；协调跨地区生产基地的风险应对与产能调配。

Production and Operation Center: Responsible for the identification, monitoring and emergency disposal of production-related emergency risks; formulate on-site emergency plans; organize emergency drills; coordinate risk response and capacity allocation among cross-regional production bases.

5.Related documents 相关文件

《WI_ATA_007 安德佳集团应急响应预案》-A2

WI_ATA_007 ATA Group Emergency Response Plan - A2

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文件变更履历表

版本	修订内容	修订日期	修订	审批
A0	根据内外部环境及相关方需求, 制定本文件并发布 Formulate and issue this document based on internal and external environments and the needs of relevant parties	2026/5/13	Emico Zheng	Yong Chen