Environmental, Social and Governance Report

FY2024

About the Report

This is the second Environmental, Social and Governance (ESG) report ("the Report") published by TAL Education Group (NYSE: TAL). This Report presents the initiatives and performance of TAL Education Group and its brands in the areas of environmental, social and governance in its operations. It serves as effective communication with various stakeholders and a systematic response to their expectations and demands.

Release Cycle

This report is released annually.

Reporting Period

The Report covers the fiscal year ended February 28, 2024 (FY24), which ran from March 1, 2023 through February 29, 2024. To ensure comparability and completeness of vision of the Report, part of the content is outside this time span.

Scope of Entities

The information and data disclosed in this report cover TAL and its subsidiaries as listed in its annual report of fiscal year ended February 29, 2024.

Data Description

The data in this report is derived from the original data of the Company's actual operations, internal statistics, public data of government departments and third-party institutions, etc., including appropriate content and data from previous years. Unless otherwise specified, the amounts mentioned in this Report are expressed in RMB. For better presentation and readability, "TAL" "the Group" "the Company" or "we" in the report refer to TAL Education Group and its subsidiaries included in the scope of the FY24 financial report (unless otherwise indicated herein). The report is published in Chinese and English. If there is any conflict between the two version, the Chinese version shall prevail.

References

> United Nations Sustainable Development Goals (SDGs)

> The Ten Principles of the UN Global Compact

> The Global Reporting Initiative (GRI) Standards by the Global Sustainability Standards Board (GSSB)

> The Task Force on Climate-Related Financial Disclosures (TCFD) Framework by the Financial Stability Board (FSB)

> Morgan Stanley Capital International (MSCI) ESG key issues

Reliability Assurance

All contents and data disclosed in this Report have been approved by the ESG Management Committee of TAL Education Group. The Company warrants that the contents of this report have no false representation, misleading statement or omissions in any material respects.

Important Legal Information

This report contains forward-looking statements. These statements are made under the "safe harbor" provision under Section 21E of the U.S. Exchange Act, and as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by words or phrases such as "may" "will" "expect" "anticipate" "future" "aim" "estimate" "intend" "seek" "plan" "believe" "potential" "continue" "ongoing" "target" "goal" "is/are likely to" or other similar expressions. These statements include, among other things, those about our ESG strategies and the effectiveness of our ESG strategies and initiatives.

Forward-looking statements involve inherent risks and uncertainties. Several factors, including those described in TAL's annual reports and other filings with the U.S. Securities and Exchange Commission, could cause actual results to differ materially from those contained in any forward-looking statement.

The forward-looking statements made in this report relate only to events or information as of the date on which the statements are made in this report and are based on current expectations, assumptions, estimates and projections. TAL undertakes no obligation to update any forward-looking statements to reflect events or circumstances after the date on which the statements are made or to reflect the occurrence of unanticipated events, except as required under applicable law.

Information referenced in this report, including other Internet sites and third-party reports and publications, is not incorporated into this report. For the reader's convenience only, this document may provide the addresses of, or contain hyperlinks to, third-party websites. TAL has not reviewed such hyperlinks and takes no responsibility for the content therein.

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact (or potential impact) of that information. For more comprehensive information about our results and operations, including risks that could adversely affect our results of operations and financial condition, please refer to our annual reports and other filings with the U.S. Securities and Exchange Commission.

Availability and Feedback

The electronic version of the Report can be downloaded from TAL's ESG webpage (www.100tal.com). To obtain a hardcopy of the report, or if you have any queries, comments, or feedback about this Report, feel free to contact us via esg@tal.com.

Contents

About TAL Education Group

Company Introduction

TAL (NYSE: TAL) is a technology company with the goal of becoming an organization driving continuous innovation. It's committed to empowering people to achieve lifelong growth, promoting the evolution and healthy development of the industry and creating added value for society through technology, product and content innovation.

▶ Development History

Establishment
Established "Xueersi" brand. Explored the earliest online educational models.

Renamed
Renamed as "Tomorrow Advancing Life (TAL)" with multiple brands; set up EdStars and TAL Charitable foundation.

Realigned
In response to national policies, we are comprehensively undertaking a quality-oriented transformation, continuously enhancing our educational technology capabilities and the level of our products and services.

| 2003 | 2010 | 2013 | 2016 | 2021−Present |

Listed
"Xueersi" was listed on the NYSE. (Trading symbol: TAL).

Expansion
Education offers extended to students aged -1 to 24 Accelerate R&D and innovation in personalized learning and other areas.

▶ Our Mission: To empower life−long growth with love and technology

Adhere to the original intention, create value driven by love, provide high-quality and inclusive products and services, actively assume social responsibilities, make positive contributions to social progress and national revitalization, and create a better future for mankind.

▶ TAL Spirits: Make a little progress day by day

Make learning as a part of everyday work, aim for daily little progress instead of unrealistic goals; believe in the power of persistence and never give up until we succeed.

Our Vision: To become an organization driving continuous innovation

Customer Level

People-oriented, deep insight into the needs of every generation of consumers for a better life, and provide them with high-tech, high-quality and reliable products and services, so that the user reputation can create a great brand.

Employee Level

Attract global excellent talents, explore the sparkling spots and potentials of talents, give employees more autonomy, enable employees to achieve lifelong growth, and share development results with the company.

Industry Level

Carry out product and content innovation based on the industry, connect and integrate high-quality resources around the world in science and technology, grow together with partners in various fields, and use innovation to promote the sustainable evolution and long-term development of the industry.

Social Level

Adhere to the original intention, create value driven by love, provide high-quality and inclusive products and services, actively assume social responsibilities, make positive contributions to social progress and national revitalization, and create a better future for mankind.

Value Statement

Be Open and Authentic

Robustness over Scale

Fight for Our Purpose

Customer-centric

On-demand Mentality Leads to Prosperity

The Five Major Social Values of TAL Education Group

Using advanced AI capabilities and technological products to assist children in scientific learning, enhance learning efficiency, promote large-scale personalized education through technology, and contribute to educational equity and the digital transformation of education.

Launch inquiry-based scientific education products and activities to foster children's curiosity, imagination, and desire for exploration. These initiatives will serve as a valuable supplement to school education and contribute to the enhancement of national scientific literacy.

Launch reading spaces, high-quality reading products, and activities to encourage the public to enhance their interest in reading, develop reading habits, and improve reading skills. This initiative aims to elevate overall cultural literacy and enhance the sense of well-being for everyone.

Enhancing Quality and Efficiency through Technology

Promoting Comprehensive Science Popularization

Promoting Reading Literacy

Advancing Cultural Exchange

Enhancing Parent-child Harmony

Create a "Global Classroom" to promote exchange between Chinese and international youth.

Promote scientific parenting, focusing on the happy growth of every family. Encourage a scientific and harmonious parent-child model, where parents and children grow together hand in hand.

Message from the Chairman of the ESG Management Committee

It is my honor to present to you our second annual Environmental, Social, and Governance (ESG) report. Over the past year, we have continued to uphold our mission of "To empower Lifelong Growth with Love and Technology," closely integrating the United Nations Sustainable Development Goals (SDGs) with our corporate strategy. We are committed to driving development through innovation, promoting science literacy education, supporting personal growth, enhancing parent-child harmony, and making positive contributions in areas such as environmental protection and public welfare.

Our vision is to become an organization driving continuous innovation. This is reflected not only in our ongoing optimization of products and services but also in our proactive fulfillment of social responsibilities. We firmly believe that through our daily efforts to make incremental progress, TAL Education Group can work together with all stakeholders to contribute to creating a better and more sustainable future.

Wei Chen

Chairman of the TAL ESG Management Committee

TAL 好未来

PASSION
热爱
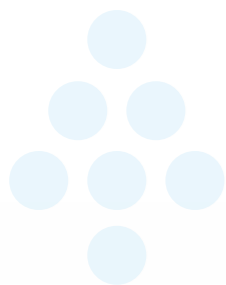
ESG Governance

The ESG Development Strategy

TAL Education Group has closely integrated the United Nations Sustainable Development Goals (SDGs) with its corporate strategy and operations. Taking into account the demands of various stakeholders, it has formulated an ESG sustainable development strategy that aligns with the company's actual business and development plans. Based on responsible operations and driven by innovation, TAL is committed to promoting scientific enrichment learning, supporting growth, and continuously contributing to green environmental protection and public welfare. The company strives tirelessly to create a better and more sustainable future.

Build an innovation-driven organization that constantly innovates in technology, product and content through advanced productivity, creating added value for the society.

Offer customers products and services that enable life-long growth, and create a diverse and inclusive corporate culture to support employee development.

Operate responsibly and establish a legitimate, transparent and complete corporate governance and management system.

Promote enrichment learning and scientific education to develop future-ready capabilities for a better tomorrow.

Support rural revitalization, proactively participate in charity program, such as disaster relief, education, environmental protection, and community development to improve social welfare.

Proactively take action to cut carbon emissions and save resources, create a green workplace, and promote education for sustainable development.

Innovation –Driven

Foster Growth

Responsible Operation

Enrichment Learning and Scientific Education

Philanthropic and Caring

Green & Eco-friendly

» *TAL's ESG Sustainable Development Strategy*

ESG Governance Structure

TAL Education Group has established a well-defined ESG governance structure. The Group's ESG Management Committee is responsible for formulating, guiding, and supervising the company's overall ESG strategy and objectives. The ESG Coordination Team and ESG Working Group are in charge of advancing and executing specific tasks. We wi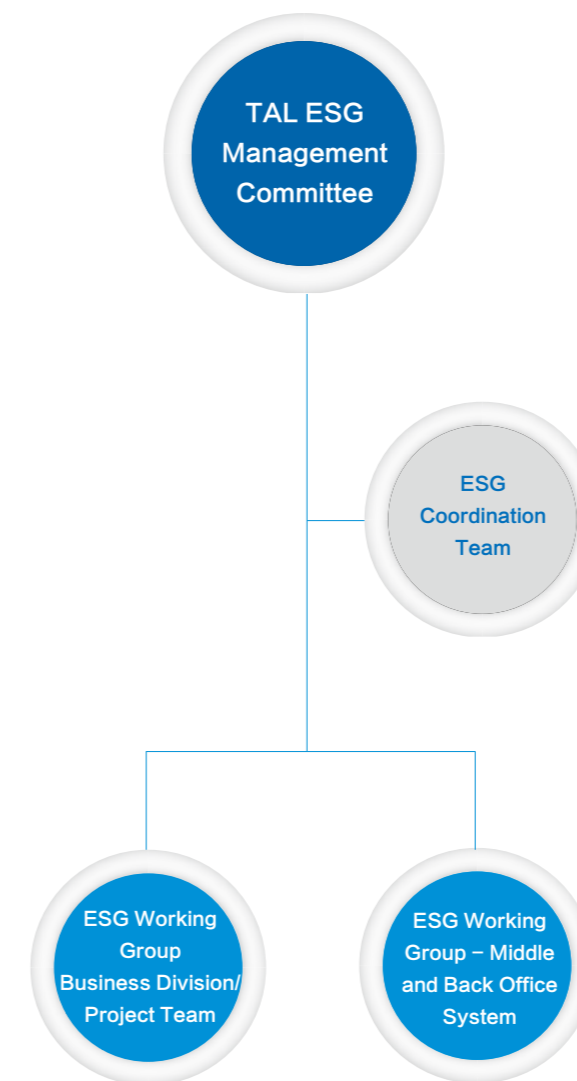ll also regularly evaluate the performance of the ESG Coordination Team and ESG Working Group to ensure that the ESG Management Committee can accurately and promptly grasp the company's ESG performance and trends, thereby making informed decisions on major ESG-related issues.

TAL ESG Management Committee

ESG Coordination Team

ESG Working Group Business Division/ Project Team

ESG Working Group – Middle and Back Office System

Key Responsibilities of ESG Management Committee

◎ Formulate the company's ESG overall strategy and objectives

◎ Identify and evaluate the risks and opportunities related to the company's ESG, approve and confirm the important issues of the company's ESG

◎ Integrate the company's ESG and cultural values

◎ Examine and approve ESG management system and annual ESG report

◎ Make decisions on major issues related to ESG

Key Responsibilities of Coordination Team

◎ Organize ESG special work and report to the management committee regularly, be responsible for issuing the annual ESG report

◎ Based on the company's ESG strategy, support each ESG working group to implement ESG work, and promote each ESG working group to develop specific action plans

◎ Coordinate ESG work and resources across business divisions/departments

Key Responsibilities of ESG Working Group

◎ As the first ESG responsible person of business and functional departments

◎ Formulate our own ESG strategy and objectives according to our business attributes

◎ Undertake the Group's overall ESG objectives, formulate specific implementation plans, and integrate ESG management into daily business operations

» *TAL's ESG Governance Structure and Responsibilities*

Stakeholder Communication

We highly value communication with both internal and external stakeholders. By establishing a regular communication mechanism, we can promptly understand the expectations and demands of all parties. We continuously optimize and adjust our communication channels to actively respond to stakeholder concerns, ensuring the steady and orderly advancement of the Group's sustainable development efforts.

Stakeholders	Communication Demands	Communication Channels
Shareholders/ Investors	Compliance Operations Transparency of Information Disclosure Corporate Risk Management	Company Website and Announcements Investor Meetings Earnings Announcement Conference Calls
Government/ Regulatory Authorities	Compliance Operations Lawful Tax Payment Economic Development Social Contribution	Supervision and Inspection Compliance Reports Government-Business Working Meetings and Exhibitions Research and Discussion Sessions
Customers	Protecting Customer Rights Ensuring Privacy and Security Ensuring Product and Service Quality Improving After-Sales Support Services	Customer Satisfaction Surveys Customer Complaint Handling Mechanism Customer Service Hotline WeChat Official Account Platform
Employees	Protecting Employee Rights Caring for Employees' Physical and Mental Health Improving Employee Benefits and Compensation Supporting Employee Training and Development	All-Hands Meetings Employee Engagement Surveys Emails Employee Communication Communities
Suppliers	Win-Win Cooperation Supplier Management Transparent Procurement	Open Tendering Supplier Conferences Regular Communication
Industry Associations/ Chambers of Commerce	Technological Innovation and R&D Product Quality and Safety Industry Development	Industry Organization Meetings Peer Experience Sharing Sessions On-Site Visits and Exchanges Telephone and Email Correspondence
Media/ Local Community	Dissemination of High-Value Content Social Responsibility and Community Development	Press Releases Special Interviews Regular Communication Public Welfare and Charity Activities

Analysis of Material ESG Issues

TAL Education Group continuously improves its management and analysis of material issues. By integrating the key concerns of both internal and external stakeholders, we summarize and categorize the company's ESG material issues to serve as the foundation for this report. This also provides important references for systematically identifying and managing our ESG risks and opportunities.

In the fiscal year 2024, under the guidance of the ESG Management Committee and the assistance of external consultants, we carried out our material ESG issues assessment in three steps.. The steps for the material ESG issues assessment are as follows:

Benchmarking Analysis

TAL Education Group, based on international standards and frameworks (such as the United Nations Sustainable Development Goals and the GRI Sustainability Reporting Standards), ESG rating agency recommendations, and industry development trends, reviewed and adjusted the issues from previous years in consideration of the overall business development situation in the fiscal year 2024. This process ultimately identified 25 ESG material issues.

Stakeholder Survey

TAL Education Group invited internal and external stakeholders to assess the materiality of various issues. Through online questionnaire surveys, they communicated with different stakeholder groups to gain an in-depth understanding of their views and needs regarding key issues. This survey covered nine categories of stakeholders, including management, employees, customers, government and regulatory agencies, shareholders and investors, suppliers, industry associations and chambers of commerce, media, and local communities. A total of 825 questionnaires were collected.
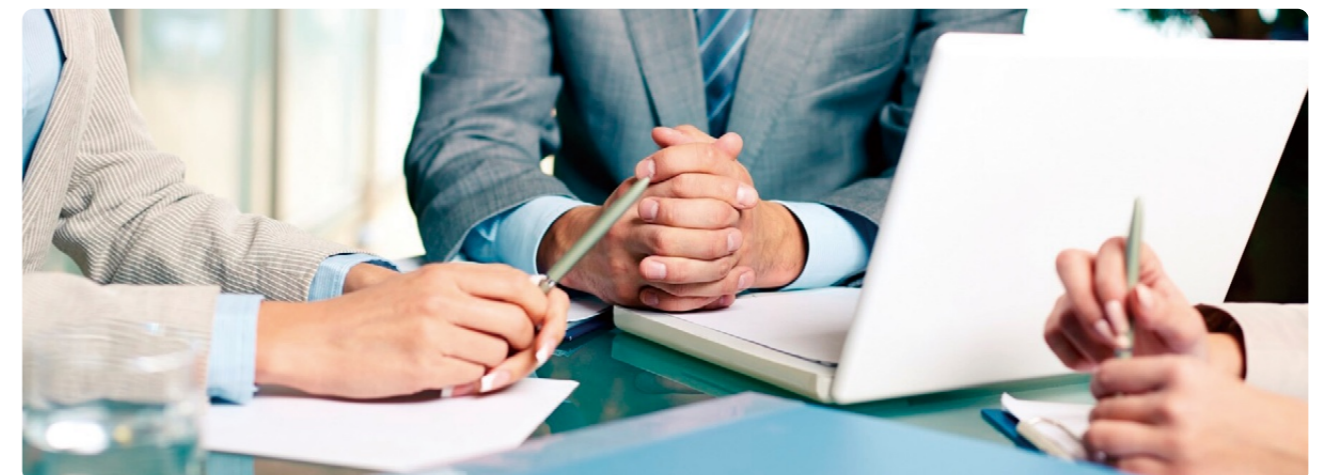
Image by Freepik

Materiality Issue Identification and Review

TAL Education Group processed and analyzed the survey data and results to comprehensively quantify and prioritize 25 issues. This was done using a dual-dimensional approach, considering both "importance to the company's sustainable development" and "importance to stakeholders." The prioritized issues were then plotted into a materiality matrix. Following a review by the ESG Management Committee and external professional consultants, nine highly material issues were identified. These formed the final TAL Education Group FY2024 ESG Materiality Matrix.

Importance to Stakeholders

- Product Safety & Quality
- Technology & Product Innovation
- Privacy & Data Security
- Anti-Corruption & Business Ethics
- Occupational Safety & Health
- Intellectual Property Management
- Employment & Employee Protection
- Corporate Governance
- Anti-Unfair Competition Practices
- Evolution of Educational Digitization & Intelligence
- Stakeholder Communication
- Risk Control
- Tax Management
- Science Education & Literacy Popularization
- Supply Chain Management
- Public Welfare & Community Development
- Employee Training & Development
- Responsible Marketing, Advertising & Sales
- Packaging Material Consumption
- Employee Engagement & Diversity
- Waste Water & Waste Disposal Management
- Green Workplace
- Water & Energy Management
- Climate Change & Carbon Emissions
- Biodiversity Conservation

Importance to Business Sustainable Development

- 🟢 Environmental
- 🟠 Social
- ⚪ Governance

≫ *TAL Education Group FY2024 Material ESG Issues Matrix*

TAL Education Group FY2024 Material ESG Issues List

Environmental	Social	Governance
Packaging Material Consumption	Product Safety and Quality*	Anti-corruption & Business Ethics*
Green Workplace	Privacy and Data Security*	Anti-unfair Competition
Climate Change & Carbon Emission	Technology and Product Innovation*	Corporate Governance
Waste Water & Waste Disposal Management	Occupational Safety and Health*	Risk Control
Water and Energy Management	Employment and Employee Protection*	Tax Managment
Biodiversity Conservation	Science Education and Literacy Popularization*	Stakeholder Communication
	Evolution of Educational Digitization and Intelligence*	
	Employee Training & Development*	
	Public Welfare and Community Development	
	Intellectual Property Management	
	Supply Chain Management	
	Employee Engagement and Diversity	
	Responsible Marketing, Advertising and Sales	

* Indicates that the Material Issue is of High Importance

1. Protect the Planet

The ecological environment is the foundation for human survival and development, as well as the basis for sustainable socio-economic development. We regard ecological environmental protection as an important pillar for achieving sustainable development, strictly adhering to the ecological and environmental protection laws and regulations of our operating locations. We continuously advance green workplace practices and green procurement initiatives, leveraging our influence to encourage more stakeholders to adopt low-carbon and environmental-friend practices. Additionally, we place great importance on addressing climate change, comprehensively identifying, assessing, and managing climate-related risks and opportunities, and actively exploring new pathways for green development.

Material ESG Issues Applicable in This Chapter

- Climate Change and Carbon Emissions
- Packaging Material Consumption
- Water and Energy Management
- Waste Water & Waste Disposal Management
- Green Workplace
- Biodiversity Conservation

SDGs Applicable in This Chapter

1.1 Tackling Climate Change

Climate change is one of the severe challenges currently faced by humanity, and taking proactive measures to address climate change has become a global consensus. TAL Education Group places great importance on addressing climate change, actively responding to the national strategic goals of "carbon peaking and carbon neutrality." We are committed to integrating the concept of green development into all aspects of our business operations and development, enhancing our ability to cope with climate risks, and continuously promoting green and low-carbon development.

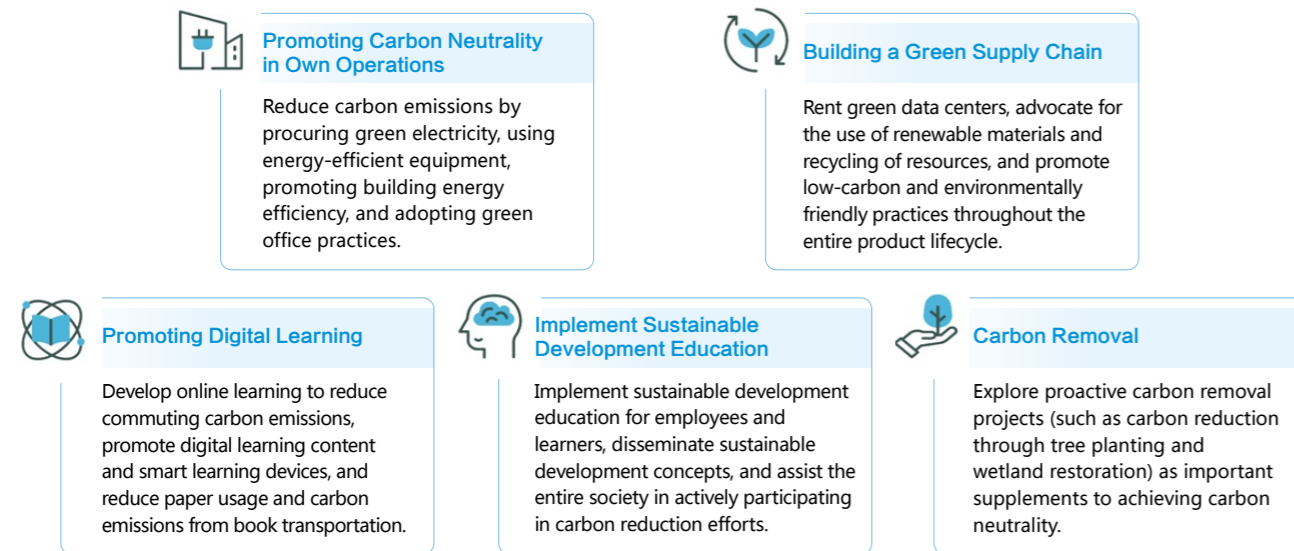## 1.1.1 Identification and Response to Climate Change Risks and Opportunities

During the reporting period, we identified the key climate-related risks and opportunities we face with reference to the Task Force on Climate-related Financial Disclosures (TCFD) guidelines. The summary of the key climate related risks and opportunities identified and the main response measures as shown in the table below.

Climate−Related Risk		
Type of Risks	Description	Response Measures
Change Risk		
Policy and Regulatory Risks	The government may introduce stricter carbon emission restrictions or tax measures. Failure to timely grasp policy directions and undergo business transformation may lead to increased operational costs for the company	Keep up with the regulatory changes in a timely and accurate manner. Promptly set up and improve the carbon emission monitoring, reporting and verification system to actively reduce carbon emissions in response to national policies
Technical Risks	The development and popularity of low-carbon technologies may encourage companies to adopt new equipment or technologies, which requires an increase in manpower input and resource investment in related fields	Based on existing business operations, reasonably plan the reduction of high-energy consumption and high-emission products, and actively introduce energy-saving and low-carbon equipment or technologies
Market Risks	Investors and partners are placing higher demands on the company's carbon footprint management and its ability to address climate change, which in turn affects the company's business deployment, financial income, and overall competitiveness	Continuously and proactively disclose climate-related information, and actively fulfill responsibilities related to addressing climate change
Physical Risks		
Acute Physical Risks	Extreme weather events (such as heavy rain, hail, etc.) may cause disaster impacts on the company, leading to increased operational costs	Combine the frequency and scale of regional extreme weather events to enhance safety assessment inspections of office buildings, develop relevant emergency plans, and minimize casualties and property losses to the greatest extent possible
Chronic Physical Risks	Persistent high temperatures or rising sea levels, among other chronic climate changes, may cause disaster impacts on the company, leading to increased operational costs	Continuously monitor global climate pattern trends and consider regional climate risks when selecting campus locations to ensure the stability and continuity of company operations
Climate−related Opportunities		
Type of Opportunities	Description	
Products & Services	The Company can provide more learning content and solutions related to climate change, such as climate change courses, to adapt to the market's shift towards low-carbon products and services	
Resource Utilization	The Company may reduce operating costs and improve resource utilization by adopting more efficient, lower-emission, and more renewable technologies and materials for office work and printing and publishing business	
Reputation	The Company can respond to the concerns of stakeholders (e.g. students, parents, employees, etc.) on climate change with proactive disclosure of climate change information; it can also create more value for the society by providing climate change-related education etc.	

≫ *Climate-related Opportunities*

About TAL Education Group

Chair's Message

ESG Governance

Protect the Planet

Vital Future, Supporting Employee Growth

Innovate for the Future, Driving Educational Advancement

Quality Future, Providing High-quality Products and Services

Share the Future, Build a Better Society Together

Integrity for the Future, Upholding the Compliance Bottom Line

ESG Key Performance Indicators Sheet

Report Indicator Index

1.1.2   Greenhouse Gas Emissions Management

TAL Education Group actively responds to the national dual-carbon strategy, aiming to achieve peak carbon emissions by 2030 and carbon neutrality by 2050. To this end, the company is undertaking carbon reduction initiatives on multiple fronts.

Promoting Carbon Neutrality in Own Operations

Reduce carbon emissions by procuring green electricity, using energy-efficient equipment, promoting building energy efficiency, and adopting green office practices.

Building a Green Supply Chain

Rent green data centers, advocate for the use of renewable materials and recycling of resources, and promote low-carbon and environmentally friendly practices throughout the entire product lifecycle.

Promoting Digital Learning

Develop online learning to reduce commuting carbon emissions, promote digital learning content and smart learning devices, and reduce paper usage and carbon emissions from book transportation.

Implement Sustainable Development Education

Implement sustainable development education for employees and learners, disseminate sustainable development concepts, and assist the entire society in actively participating in carbon reduction efforts.

Carbon Removal

Explore proactive carbon removal projects (such as carbon reduction through tree planting and wetland restoration) as important supplements to achieving carbon neutrality.

› *TAL Education Group's Carbon Reduction Initiatives*

In the 2024 fiscal year, TAL Education Group emitted a total of 10,429.99 tons of CO_2 equivalent greenhouse gases, a decrease of 1.13% compared to the previous fiscal year. Direct emissions (Scope 1) accounted for 428.25 tons of CO_2 equivalent, representing 4.11%, while indirect emissions (Scope 2) accounted for 10,001.74 tons of CO_2 equivalent, representing 95.89%.

Greenhouse Gas Emissions of TAL Education Group[1]

Indicators	Unit	FY2024	FY2023
Total GHG Emissions	tCO$_2$e	10,429.99	10,549.72
Direct Emissions (Scope 1)[2]	tCO$_2$e	428.25	81.24
Indirect Emissions (Scope 2)[3]	tCO$_2$e	10,001.74	10,468.49
GHG Emission Intensity	tCO$_2$e/person	0.72	0.81

[1] Greenhouse gas inventory include carbon dioxide and hydrofluorocarbons, which are mainly from the consumption of outsourced electricity, gasoline and refrigerants. GHG is measured in carbon dioxide equivalent.

[2] Direct emissions (Scope 1) include GHG emissions, primarily from the consumption of gasoline and refrigerants, emitted by businesses directly controlled or managed by TAL. The accounting of GHG emissions refers to the National Development and Reform Commission's Guideline of the Greenhouse Gas Emissions Accounting and Reporting for Other Industrial Enterprises (Trial). In the 2024 fiscal year, TAL Education Group further standardized the statistical criteria for refrigerants, resulting in a significant increase in direct emissions (Scope 1) data compared to the 2023 fiscal year.
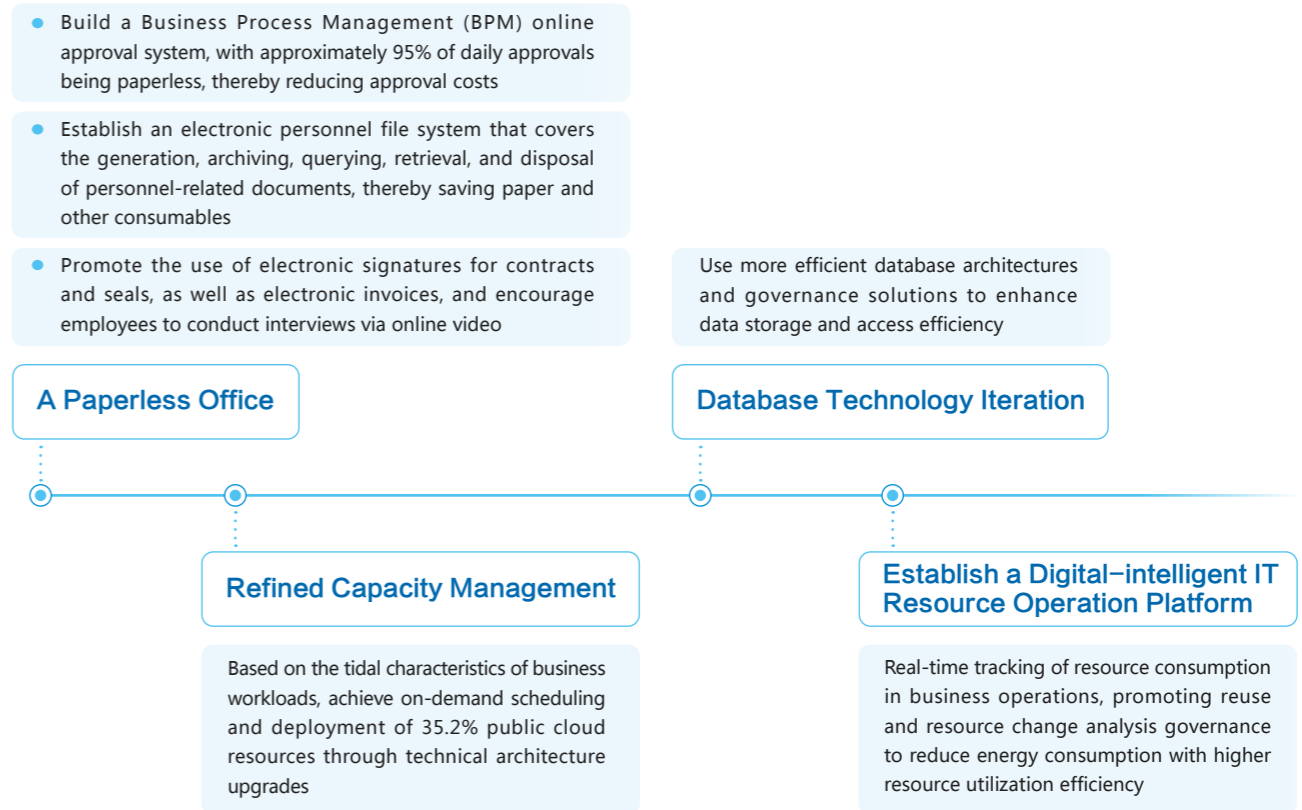
[3] Indirect emissions (Scope 2) include indirect emissions generated by TAL's outsourced electricity, and the emission factor is calculated based on the 2022 national grid emission factor of 0.5703 tCO$_2$/MWh released by the Ministry of Ecology and Environment of the People's Republic of China.

1.2 Go Green in the Workplace

TAL Education Group strictly adheres to relevant laws and regulations such as the "Environmental Protection Law of the People's Republic of China," the "Solid Waste Pollution Prevention and Control Law of the People's Republic of China," and the "National Hazardous Waste List." The company conducts energy management, water resource management, and pollutant management internally, continuously promoting green and sustainable development.

1.2.1   Digital and Intelligent Technologies Boost Energy Efficiency

TAL Education Group actively promotes the use of low-power processors within the company to reduce resource and energy consumption per unit of business. Simultaneously, the company is developing a comprehensive online approval system and applying new technologies such as optimized capacity management and digital-intelligent governance to further enhance resource utilization efficiency and achieve energy conservation and consumption reduction.

- Build a Business Process Management (BPM) online approval system, with approximately 95% of daily approvals being paperless, thereby reducing approval costs
- Establish an electronic personnel file system that covers the generation, archiving, querying, retrieval, and disposal of personnel-related documents, thereby saving paper and other consumables
- Promote the use of electronic signatures for contracts and seals, as well as electronic invoices, and encourage employees to conduct interviews via online video

Use more efficient database architectures and governance solutions to enhance data storage and access efficiency

A Paperless Office

Database Technology Iteration

Refined Capacity Management

Based on the tidal characteristics of business workloads, achieve on-demand scheduling and deployment of 35.2% public cloud resources through technical architecture upgrades

Establish a Digital–intelligent IT Resource Operation Platform

Real-time tracking of resource consumption in business operations, promoting reuse and resource change analysis governance to reduce energy consumption with higher resource utilization efficiency

› *The New Technologies Adopted by TAL Education Group to Achieve Energy Saving and Consumption Reduction*

The scope of BPM Online Approval System

Human Resources Electronic Filing System
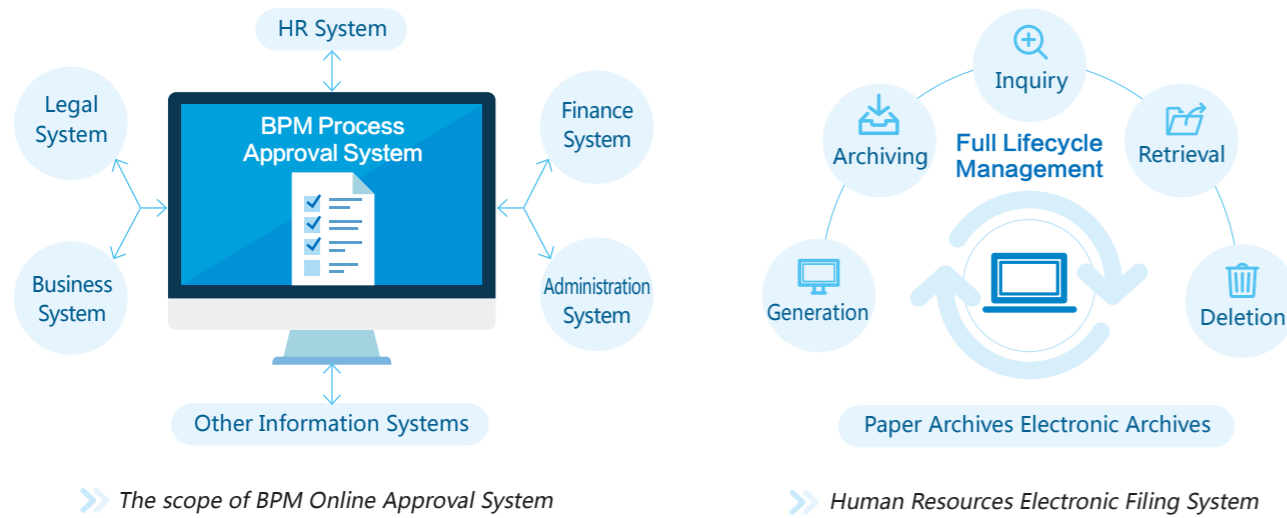
Quantitative Results

FY2024

> The company completed the approval of 640,000 processes online and added over 178,000 new electronic archive files, saving approximately 7.7 tons of paper, which is equivalent to reducing 30.8 tons of CO_2 emissions;

> The company's electronic signatures for contracts and seals have reached 15%, paperless reimbursement documents account for 21% of the total documents, and online video interviews account for 62% of the total interview sessions;

> Through optimizing capacity management and implementing digital-intelligent governance technologies, the company has achieved an annual electricity saving of approximately 3.4 million kilowatt-hours.

30.8 Tons
■ Reduction of Carbon Dioxide Equivalent Emissions

62 %
■ Online Interviews Account for the Total Number of Interview Sessions

≈ 3.4 Million Kilowatt-hours
■ Annual Electricity Savings

1.2.2   Waste Management

TAL Education Group strictly adheres to relevant regulations in conducting waste management. For hazardous waste, the company partners with qualified third parties for proper disposal. For non-hazardous waste, the company enforces strict waste sorting practices in office locations and continuously optimizes and enhances the efficiency of resource usage in warehouse operations to reduce the use of packaging materials.

TAL Waste Disposal Situation

Waste Disposal		Unit	FY2024	FY2023
Hazardous Waste[4]	Total Emission	ton	21.79	32.08
	Emission Density	kg per capita	1.51	2.45
Non-hazardous Waste[5]	Total Emission[6]	ton	1,664.36	1,025.87
	Emission Density	kg per capita	115.08	78.39

[4] Hazardous waste mainly includes discarded electronic equipment (servers, mainframes, switches, printers, projectors, laptops, and other electronic devices) as well as discarded toner cartridges and ink cartridges.

[5] Non-hazardous waste mainly includes household and office waste, which is estimated based on the per capita emission factor. The per capita emission factor for fiscal year 2024 is referenced from Beijing's "Notice on the Release of Information on the Prevention and Control of Environmental Pollution by Solid Waste in Beijing in 2022." The calculation formula is: Total Emissions = Per Capita Emission Factor × Average Daily Number of Employees.

[6] Due to an increase in the average daily number of employees in fiscal year 2024 compared to last year, the total emissions of non-hazardous waste have increased compared to the previous year.

1.2.3   Energy Management

TAL Education Group actively explores strategies for energy conservation and consumption reduction. By implementing a series of energy-saving measures in daily office operations and warehousing logistics, the company maximizes the reduction of energy waste and continuously promotes green development.

Office Area	Turn off 50% of the downlights in the corridors to reduce unnecessary lighting areas
	Turn off the office area sensor lighting from 22:00 to 08:30 on weekdays and during holidays, switching to localized manual control to avoid large-area lighting for a small number of office personnel
	Turn on the fresh air equipment in the summer to lower the indoor temperature, reducing the use of high-energy-consuming air conditioning units while maintaining indoor comfort
	Optimize the operating hours of the restaurant's air conditioning and lighting, and promptly turn off the air conditioning and lighting equipment during periods of low foot traffic
仓储物流	Green Logistics: Prioritize collaboration with logistics companies that have electric vehicles, and continuously optimize transportation routes based on the locations of different warehouses to reduce emissions

Measures Taken by TAL Education Group in Energy Management

Case: TAL Education Group's Changping Education Campus has been Awarded the Two-Star Green Building Design Certificate

In 2024, TAL Education Group's Changping Education Campus project, located in Shahe Town, Beijing, was completed and unveiled. The total construction area of the Changping Education Campus project is approximately 127,000 square meters and it has been awarded the Two-Star Green Building Certificate. The atrium of the Changping Education Campus primarily uses a centralized air conditioning system. During seasonal transitions, the windows on the north and south sides of the atrium curtain wall can be opened for natural ventilation, increasing air circulation and saving on air conditioning energy consumption. Additionally, the Changping Education Campus project features greenery on the rooftops and around office buildings, reflecting the company's commitment to green environmental protection, health and comfort, and harmony with nature.

Photos of the Interior of the TAL Building

Quantitative Results

In fiscal year 2024, the company implemented a total of 5 energy-saving projects, saving over 200,000 yuan in costs.

> 200,000 Yuan

■ Cost Saving

1.3 Implementing Green Procurement

TAL Education Group actively implements green procurement by comprehensively considering the environmental impact of products and the corporate social responsibility of suppliers during the procurement process. We not only require suppliers to be responsible for the procurement of upstream raw materials but also expect service providers to use environmentally friendly and low-carbon facilities and equipment. Currently, some of our partners, have already obtained ISO environmental management system certification. In the future, the company will continue to work with suppliers to promote sustainable development in procurement operations, achieving mutual benefits for all partners.

The ISO 14001 Certification Held by The Paper Suppliers of Xueersi Books

The ISO 14001 Certification Held by the Printing Suppliers of Xueersi Books

The ISO 14001 Certification Held by the Suppliers of Xueersi Xpad

Case: Xueersi Books Actively Use Paper Certified by the Forest Stewardship Council (FSC)

Xueersi Books consistently uphold a sense of responsibility towards environmental protection and actively take measures to reduce their environmental impact. In terms of paper selection, Xueersi Books prioritize the use of recycled paper to fulfill their commitment to environmental protection and sustainable development.

We have established partnerships with FSC-certified paper production companies to ensure that the paper we use comes from sustainably managed forests. FSC certification is a globally recognized system for forest sustainability management.

By using FSC-certified paper, Xueersi Books is committed to reducing negative environmental impacts, promoting the concept of sustainable forest management, and protecting global forest resources. In the future, Xueersi Books will continue to uphold their commitment to environmental protection, continuously exploring more sustainable development practices, and making ongoing efforts to safeguard our green ecological home.

FSC Certification Held by Supplier

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ESG Governance

Protect the Planet

Vital Future, Supporting Employee Growth

Innovate for the Future, Driving Educational Advancement

Quality Future, Providing High-quality Products and Services

Share the Future, Build a Better Society Together

Integrity for the Future, Upholding the Compliance Bottom Line

ESG Key Performance Indicators Sheet

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1.4 Promoting Environmental Education

TAL Education Group deeply understands the important role of environmental protection education in cultivating low-carbon and eco-friendly awareness among employees, students, and even the entire society. The company strives to integrate green and low-carbon development education and training throughout the entire employee development process, committed to contributing unique efforts to enhance public environmental awareness and promote ecological civilization.

1.4.1   Employee Environmental Protection Training

We encourage employees to actively participate in environmental protection initiatives. By posting energy-saving posters within the company and organizing environmental activities periodically, we aim to raise employees' awareness of energy conservation and environmental protection. Additionally, we offer rewards to employees who actively fulfill their environmental responsibilities, fostering a positive atmosphere for green workplace practices.

>> *TAL Education Group Launches Green Workplace Promotion Activities*

Case: Xueersi Nanjing and Wuxi Branches Conduct Waste Material Recycling Activities to Raise Employees' Environmental Awareness

>> *"Empty Bottle Event" in Ten Thousand Meters Run*

For a long time, the company has actively promoted environmental protection knowledge to all employees, encouraging them to develop eco-friendly habits in their daily lives. Each year, Xueersi branches organize the "Ten Thousand Meters Run" event to enrich employees' leisure activities. In 2023, Xueersi's Nanjing and Wuxi branches introduced an innovative "Bottle Picking" segment in the "Ten Thousand Meters Run" event. This not only added fun to the activity but also called on all participants to collect and sort recyclable waste items, further enhancing employees' environmental awareness. The initiative received unanimous praise from the employees.

1.4.2   Environmental Protection Course Science Popularization

TAL Education Group actively integrates environmental protection concepts into various courses. We not only introduce multiple environmental protection courses in our science innovation products but also specifically develop "natural and the universe" and "science and technology" series courses to enhance students' enthusiasm for learning environmental knowledge. In addition, the company leverages new media platforms to release related short videos, imparting environmental knowledge to students through multiple channels and from all angles.

Launch a Series of Nature History–themed Courses

During the reporting period, TAL Education Group further enriched its "natural and the universe" and "science and technology" courses with environmental themes. In the "natural and the universe" courses, the company organized multiple student visits to botanical gardens and zoos to introduce the importance of biodiversity and basic conservation measures. In the "science and technology" courses, the company offered programs such as "Earth's Great Rescue," "Twenty Thousand Leagues Under the Sea," and "Electronic Galaxy Genesis" to teach students fundamental knowledge about climate change, including the greenhouse effect, ocean acidification, and clean energy.

Case: Xueersi Online's Natural History Department Organizes Students to Participate in Giant Panda Conservation Work

In the summer of 2023, Xueersi Online School's Natural History Department organized a trip for more than 200 outstanding students to the China Giant Panda Garden in Wolong, Sichuan. The students personally participated in giant panda conservation work. During the event, they cleaned the living environment of the giant pandas and prepared meals for them. This allowed the children to get close to the giant pandas and understand the importance and urgency of species conservation through hands-on activities.

>> *On-site Giant Panda Conservation Work*

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Case: Xueersi Online School's Natural History Department Designed a Research Project Titled "The Rhapsody of Changing Sounds" to Enhance Students' Understanding of Noise Pollution

With the continuous advancement of human technology, the impact of various sounds produced in production and daily life has become increasingly significant, making noise a common type of pollution. To help students understand common noises around them and ways to mitigate them, Xueersi Online School's Natural History Department designed a research project titled "The Rhapsody of Changing Sounds." This project guides students to explore noise issues in everyday life and seek effective solutions.
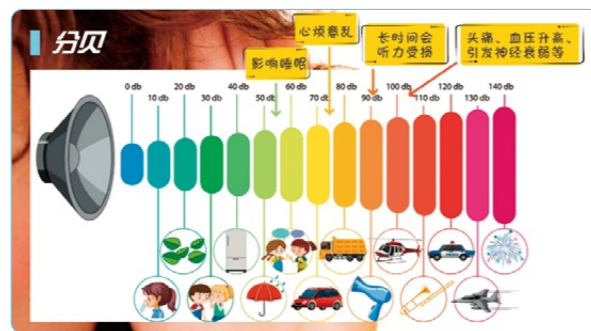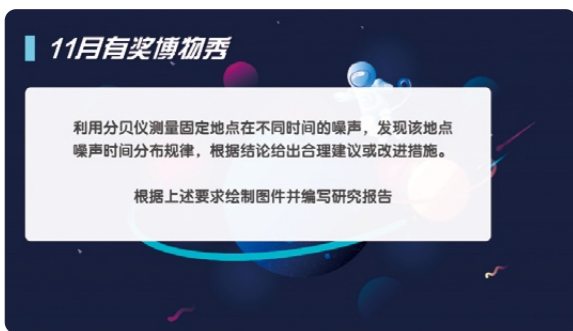
Promotion Post of "The Rhapsody of Changing Sounds"

Case: Incorporating Environmental Design into the Xueersi Online School's Natural History Course
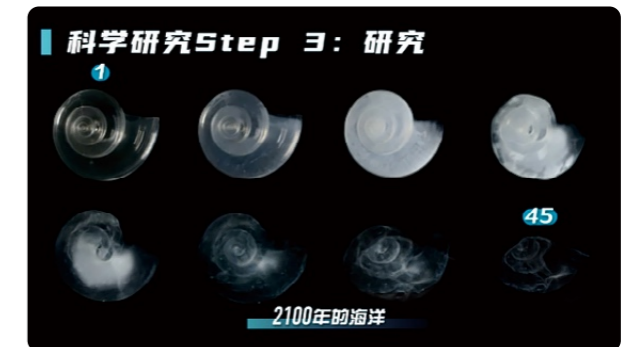
The Science and Technology course starts with fundamental natural sciences, guiding students to gain a deep understanding of technological advancements. It also explores the relationship between technological development and human society, the impact of technological progress on nature, and the environmental issues that humanity faces now and in the future. The Science and Technology course includes seven themes that address environmental issues, the technologies needed to solve these problems, and the possibilities of future environmental changes. Additionally, we have organized corresponding scientific innovation activities to encourage students to focus on environmental issues.

The Science and Technology trial class "Earth's Great Rescue" uses the impactful "Lonely Polar Bear" photograph as a starting point to delve into the current hot environmental topic of global warming. It guides students to deeply understand and explore the properties of greenhouse gases, represented by carbon dioxide, and further reveals another significant environmental issue caused by the dramatic increase in carbon dioxide emissions-ocean acidification.

Xueersi Suyang has Established a Science and Creativity Course That Incorporates Environmental Concepts

During the reporting period, Xueersi Suyang actively promoted the effective integration of Science and Creativity courses with environmental concepts. Based on the characteristics of students at different age levels, 19 environmental courses were specifically designed for pre-primary students, focusing on enlightening children's awareness of ecological protection and cultivating green and low-carbon living habits through interactive games and animations. Additionally, 48 environmental courses were offered for lower primary students and 77 for upper primary students. Incorporate the fundamental concepts and relevant knowledge of carbon peaking and carbon neutrality into course teaching, and conduct scientific practice and interdisciplinary learning activities.

Some Environmental Handouts in the Science and Creativity Course

Case: Xueersi Suyang Launches "Our Animal Friends" Course

Handout of Xueersi Suyang Course

To help children recognize the importance of biodiversity and animal protection, Xueersi Suyang has launched the "Our Animal Friends" course. This course includes modules such as "Protecting Land Animals," "Guarding Ocean Spirits," and "Animal Protection in Action." Through this course, children are guided across grasslands and oceans to learn how protecting these animals can help safeguard our shared home.

Case: Xueersi Suyang Integrates Environmental Themes into Coding and Programing

Xueersi Suyang's robotics coding and programming course is specifically designed for children aged 3-16, aiming to develop their innovative thinking, hands-on practical skills, and problem-solving abilities. The course currently covers 4 grade levels, with 8 themes related to environmental protection, such as building intelligent trash bins and garbage sweepers.

The Intelligent Trash Bin Model for the Robot Course

Quantitative Results

In the fiscal year 2024, Xueersi Suyang's Science and Creativity series will include 144 courses themed around environmental protection, accounting for 15% of the total number of courses and reaching approximately 265,000 people.

144 Courses

■ Courses with an Environmental Theme

Promote Environmental Awareness Through the "JOOJOO" Animation

The "JOOJOO" series of videos is produced by Xueersi Suyang, a brand under TAL Education Group, and aims to educate the public through engaging animations. During the reporting period, Xueersi Suyang launched several courses such as "How to Reduce Carbon Emissions," "The Benefits of Afforestation," and "Carbon Capture and Storage," to disseminate environmental knowledge to the public.

Topic of "JOOJOO" Animation

Quantitative Results

In the fiscal year 2024, the "JOOJOO" series released over 10 short videos on environmental education on new media platforms, garnering nearly 9 million views.

≈ 9 Million

■ Views of Environmental Education Short Videos

Image by Freepik

2. Vital Future, Supporting Employee Growth

As a responsible education technology company, TAL Education Group deeply understands the importance of safeguarding employee rights and enhancing employee vitality for business operations. We uphold the talent strategy of "make dedicated talent success" and are committed to creating an inclusive and collaborative workplace environment. By adhering to principles of equality and fairness to ensure compliant employment practices, we have developed a competitive compensation, benefits, and career development training system. This approach attracts outstanding and innovative talent from around the world, discovers their strengths and potential, and promotes mutual progress for both the company and its employees.

Material ESG Issues Applicable in This Chapter

- Employment and Employee Protection
- Occupational Safety and Health
- Employee Training and Development
- Employee Engagement and Diversity

SDGs Applicable in This Chapter

1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES

2.1 Diversity, Equity, and Inclusion

Talent management and development are the core competencies of modern enterprises. As an advocate for a safe, diverse, and inclusive workplace culture, TAL Education Group continuously attracts and retains outstanding talent while always respecting individual differences among employees. The company is committed to creating an equitable, diverse, and inclusive workplace that fosters mutual integration, thereby injecting talent-driven momentum into its diversified development. As of the end of the reporting period, TAL Education Group had a total of approximately 15,000 employees (excluding part-time staff) spread across multiple countries and regions worldwide.

Image by Freepik

2.1.1 Equity and Respect

▶ Prohibition of Discrimination

TAL Education Group has established and implemented the "Code of Business Conduct and Ethics," which clearly defines principles such as equal employment to ensure that employees are treated equally in all aspects. We are committed to ensuring that factors such as race, ethnicity, gender, age, nationality, marital status, physical disability, or religious belief do not influence decisions regarding recruitment, compensation, promotion, training, or other employment matters. We firmly oppose any form of discrimination or harassment. In our "Interviewer Code of Conduct," we explicitly outline the criteria for interviewers, etiquette standards, behavior guidelines, and disciplinary regulations to standardize the recruitment management process and enhance the candidate interview experience. Additionally, we mandate that during the recruitment process, no form of gender discrimination, marital status discrimination, regional discrimination, defamation, or favoritism is permitted. This is to uphold the principles of equal and non-discriminatory employment.

▶ Prohibition of Workplace Harassment and Bullying

TAL Education Group has established and enforced management policies such as the "Code of Business Conduct and Ethics" and the " Five Rules for the Management of TAL Group". These policies prohibit any form of insult, harassment with sexual implications, or improper conduct towards company employees, customers, or other partners through text, images, speech, or actions. Employees who violate these regulations will face disciplinary actions, including but not limited to termination of employment.

2.1.2　Inclusion and Diversity

TAL Education Group's operations span multiple countries and regions worldwide. Therefore, in the process of business management and organizational development, we place great emphasis on embracing a diverse and inclusive culture, enabling employees to fully realize their potential and create diverse value. We are committed to fostering a diverse and cohesive workplace environment for our employees by enhancing diversity across dimensions such as race, ethnicity, gender, culture, and thought. This approach further improves the scientific, rational, and forward-looking nature of our company's decision-making, allowing us to better adapt to the rapidly changing market environment and customer needs.

Caring for Women's Growth

Female employees have always been the backbone of the organizational structure at TAL Education Group. How to stimulate the career development potential of female employees and enhance their workplace well-being are key issues we consistently focus on. We provide equal opportunities to all female employees in terms of employment, compensation and benefits, career development, and training. We support the professional growth and value realization of female employees, fostering a positive and fulfilling work environment. As of the end of the reporting period, female employees made up 63% of TAL's total workforce.

Case: Women's Growth Series Sharing Seminars

During the reporting period, TAL Education Group conducted a series of Women's Growth Sharing Seminars. Multiple female guest speakers were invited to share and discuss topics such as career development, parent-child relationships, and intimate relationships. These seminars aimed to promote the comprehensive self-improvement of female employees.

The First Session: HER Power

In March 2023, the first session of the Women's Growth Series Sharing Seminars invited five female executives. In the format of a roundtable discussion, they addressed topics related to women's career growth. A dedicated Q&A segment was also included to address participants' doubts and concerns.

The Second Session: Parent–child Relationships

In May 2023, the second session of the Women's Growth Series Sharing Seminars invited external guests to share insights on parent-child relationships. The seminar featured topic lectures and interactive Q&A sessions. The external guests introduced various tools for enhancing parent-child communication, such as the 5A Dialogue Program for emotional guidance, the Satir Iceberg Model for awareness, the ABC Theory for emotional transformation, and the 3F Model. This session provided valuable insights and assistance to company employees in managing emotions within parent-child relationships.

The Third Session: Intimate Relationships

In August 2023, the third session of the Women's Growth Series Sharing Seminars was held in conjunction with the Qixi Festival, featuring a theme on intimate relationships. This event invited external guests to share insights on "The Five Love Languages." The session not only prompted self-reflection among female employees but also provided them with new perspectives on nurturing intimate relationships.

Case：October "Pink Ribbon" Themed Event

The pink ribbon is a global symbol for breast cancer awareness and prevention. The "Pink Ribbon" campaign is the most influential breast cancer prevention activity worldwide. Every October is recognized as World Breast Cancer Awareness Month. To better disseminate knowledge about breast health and to raise employees' awareness of breast health, in October 2023, TAL Education Group organized an awareness and educational campaign for its back-office employees. For the online segment of this event, professional doctors specializing in breast health were invited to participate in live streaming sessions. These experts shared valuable insights on topics such as high-risk groups for breast cancer, the relationship between breast hyperplasia and breast cancer, and how working professionals can scientifically prevent breast diseases. Approximately 279 employees attended the online live sessions.


⟫ The Event Site with the "Pink Ribbon" Theme

❯ Embrace Cultural Diversity

To better expand diverse operations across multiple countries and regions globally, TAL Education Group has established an efficient cross-border and cross-timezone team collaboration mechanism. This effectively connects and coordinates teams from different geographical locations, cultures, and time zones, maintaining employee cohesion and innovative vitality.

#### ❯ Age Diversity in the Workforce

The age structure of employees is crucial to a company's development strategy and human resource management. Younger employees are more adaptable to rapid technological advancements and can better perceive changes brought by technology, while the rich experience of mature employees aids in corporate decision-making. TAL Education Group fully embraces employees of all age groups, fostering a mutually beneficial "mentorship" culture through internal and inter-team communication and sharing between new and veteran employees. This approach brings diverse perspectives and promotes innovation in products and services. As of the end of the reporting period, employees aged 30 and below constituted 69.44% of the total workforce, those aged between 31 and 40 made up 28.15%, and employees over 40 accounted for 2.41%.
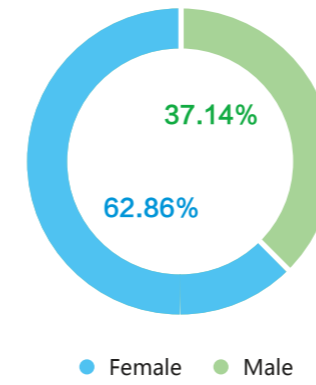
● Female ● Male

⟫ Gender Structure of TAL Education Group Employees (Fiscal Year 2024)
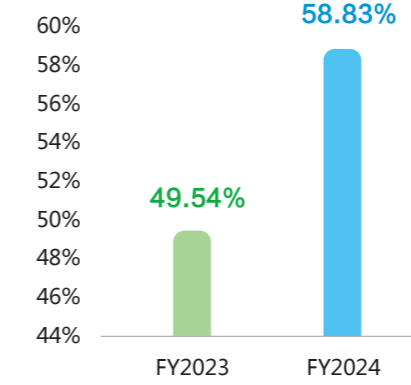
⟫ Proportion of Female Employee Promotions at TAL Education Group (Fiscal Year 2023-2024)

● Above 41 Years Old ● Between 31 to 40 Years Old
● Under 30 Years Old
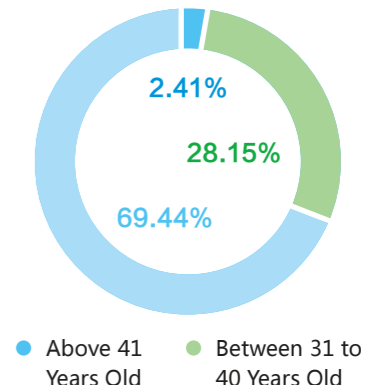
⟫ Proportion of Female Employee Promotions at TAL Education Group (Fiscal Year 2023-2024)

2.2 Employee Rights and Interests Protection

TAL Education Group consistently adheres to a people-oriented employment philosophy, strictly complying with the labor and employment laws and regulations of various countries and regions around the world. We firmly oppose all forms of child labor and forced labor, and we respect and protect employees' legal rights comprehensively and through multiple channels. We actively expand diverse recruitment channels to widely attract and recruit talent, continuously build harmonious labor relations, and are committed to providing employees with competitive compensation and benefits as well as diverse channels for democratic communication, effectively enhancing employees' cohesion and sense of belonging.

2.2.1 Employment Compliance

We comply with the Universal Declaration of Human Rights, the International Labor Organization Convention, the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and other international conventions on labor and employee rights, as well as the laws and regulations of the markets where we operate. We sign labor contracts with employees in accordance with the law, and implement the employment principles of compliance, equality, and non-discrimination in the whole process of employee recruitment and subsequent processes. By developing and implementing internal management documents, such as Recruitment Management Policy, TAL Group Internal Referral Policy and TAL Employee Performance Management Policy, we strive to safeguard the comprehensive and lawful rights and interests of every employee in accordance with the law.

Talent Pool Development Strategy

Every year, we conduct recruitment planning for campus recruitment, off-campus recruitment and consultant recruitment based on our business needs and labor budget. For campus recruitment, we have a clear talent selection model, in which candidates will be selected according to certain criteria and receive systematic training after onboarding. For offcampus recruitment, especially recruitment for middle and senior management staff, we have an ongoing "Meet the Talent" program to maintain a talent pool of external candidates in relevant areas to ensure the stability of the company's management team.

With its systematic talent reserve development strategy, comprehensive recruitment and training plans, as well as

superior compensation and benefits, work environment, and team atmosphere, TAL Education Group has garnered high favor and recognition from a wide range of students and social recruitment groups. As of the end of the reporting period, TAL Education Group has been awarded the "Most Popular Employer Among Students" by BOSS Zhipin, Shixiseng, and Zhaopin.

"Most Popular Employer Among Students" by BOSS Zhipin in 2024

"The Most Attractive Employer" from Shixiseng in 2023

Case: TAL 2024 Campus Recruitment and Internship Recruitment Project

TAL Education Group is offering over 4,000 job openings for the 2024 campus recruitment, targeting a wide range of fresh graduates from more than 400 universities across the country. The 2024 campus recruitment includes more than ten categories of positions, such as product research and development, teaching, educational research, operations, broadcasting, human resources, and more, providing high-quality employment opportunities for fresh graduates.

Meanwhile, TAL Education Group offers short-term internship programs such as winter and summer internships and online part-time jobs for non-graduating students. These programs break the limitations of time and space, providing non-graduating students with opportunities to experience the workplace in advance and helping them accumulate work experience early.

Case: University−Company Collaboration and Communication

Job Fair and Information Session：

TAL Education Group facilitates employment opportunities through job fairs and online/offline information sessions. Throughout 2023, we participated in over 400 job fairs, held more than 200 university-level information sessions, and organized over 300 college-level information sessions, establishing communication channels with tens of thousands of students.

University−Company Collaboration：

TAL Education Group proactively advances university-company collaboration projects by visiting campuses. Through various forms such as university- company discussions, event sponsorships, signing agreements, and establishing internship bases, we have formed deep and long-term strategic partnerships with multiple universities. In 2023, TAL visited over 300 universities, hosted more than 50 university visits at our 37 branches nationwide, sponsored over 20 campus events, and worked together with universities to build communication bridges to promote high-quality employment for students.

Open Day：

TAL Education Group is hosting Open Days for students, inviting them to visit the company for an on-site tour and experience. This initiative aims to satisfy students' curiosity about the company and provide them with a chance to conduct a "reverse background check." During these events, current employees who are alumni share their experiences, fostering deeper connections with the students. In 2023, TAL Education Group has organized over 50 Open Day events across 37 branches nationwide.

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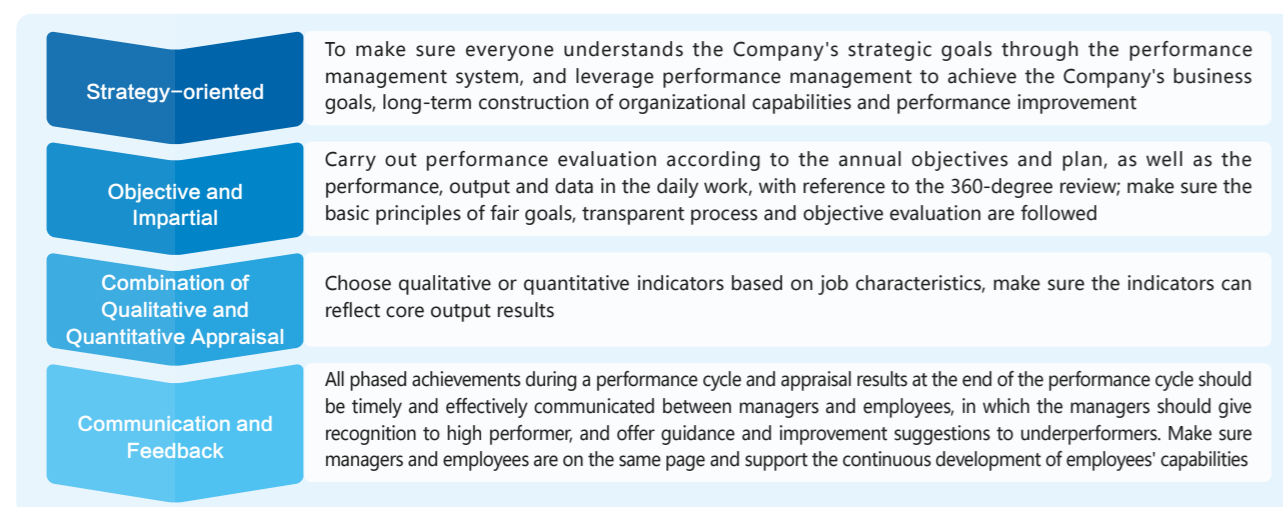
Report Indicator Index

2.2.2   Compensation and Benefit

TAL Education Group consistently adheres to the laws and regulations of the countries and regions where it operates, upholding the principle of equal pay for equal work. We implement a competitive compensation and benefits system, including stock incentive plans and other perks, to share the company's growth achievements with our employees. Additionally, we have established a mechanism that links compensation with job performance, fully motivating our employees and unlocking their development potential.

Employee Compensation and Performance Management

To ensure the top-down implementation of the company's strategic development goals, we have formulated and executed the "TAL Employee Performance Management Policy." This policy standardizes and optimizes employee compensation and performance policies. It includes tailored performance management and compensation incentive policies for employees across different business lines and levels.

In accordance with the principles of "strategy-oriented, objective and impartial, combination of qualitative and quantitative appraisal, and communication and feedback", we carry out employee performance management in four processes: performance planning (Plan), performance coaching (Do), performance appraisal (Check) and performance application (Action). The appraisal cycle is every 6 months or 12 months. The results of employee self-evaluations, direct supervisors' performance assessments of their subordinates, and 360-degree feedback evaluations are all submitted to the respective levels of management for final review and confirmation of the employees' performance assessment results. Employee performance assessment results will be applied to scenarios such as performance bonuses, promotion and development opportunities, and salary adjustments. For employees with unsatisfactory performance assessment results, the company provides dedicated performance improvement plans to foster continuous development of their skills. Additionally, TAL Education Group has established a performance assessment appeal process. If employees have concerns about their performance assessment results, they can file an appeal. The appeal will be promptly forwarded to the relevant department for follow-up, and it will be handled within a specified timeframe by both the employee's immediate and higher-level supervisors.

Strategy-oriented	To make sure everyone understands the Company's strategic goals through the performance management system, and leverage performance management to achieve the Company's business goals, long-term construction of organizational capabilities and performance improvement
Objective and Impartial	Carry out performance evaluation according to the annual objectives and plan, as well as the performance, output and data in the daily work, with reference to the 360-degree review; make sure the basic principles of fair goals, transparent process and objective evaluation are followed
Combination of Qualitative and Quantitative Appraisal	Choose qualitative or quantitative indicators based on job characteristics, make sure the indicators can reflect core output results
Communication and Feedback	All phased achievements during a performance cycle and appraisal results at the end of the performance cycle should be timely and effectively communicated between managers and employees, in which the managers should give recognition to high performer, and offer guidance and improvement suggestions to underperformers. Make sure managers and employees are on the same page and support the continuous development of employees' capabilities

>> Employee Performance Management Principles

>> Employee Performance Management Whole Process

Quantitative Results

> During the reporting period, there were a total of 37 employee performance appeals.

> The handling rate of employee performance appeals reached 100%.

> The average response time for employee performance appeal feedback was 1.62 days.

100%

■ Employee Performance Appeal Resolution Rate

Employee Performance Evaluation and Feedback Process

Performance review communication are a highly valued aspect of TAL's performance management. Before releasing performance results, managers need to conduct one-on-one performance review meetings with employees to summarize and review past work, helping employees continue to leverage their strengths. For behaviors and results that do not meet expectations, they analyze the reasons together and discuss how to improve. Additionally, in subsequent work, managers should regularly communicate and provide feedback to employees. During the performance review communication, managers should also address any questions employees may have about the performance results or performance management. If employees do not agree with the results, they can initiate a performance appeal.

Case: Steps and Principles of Performance Review Communication
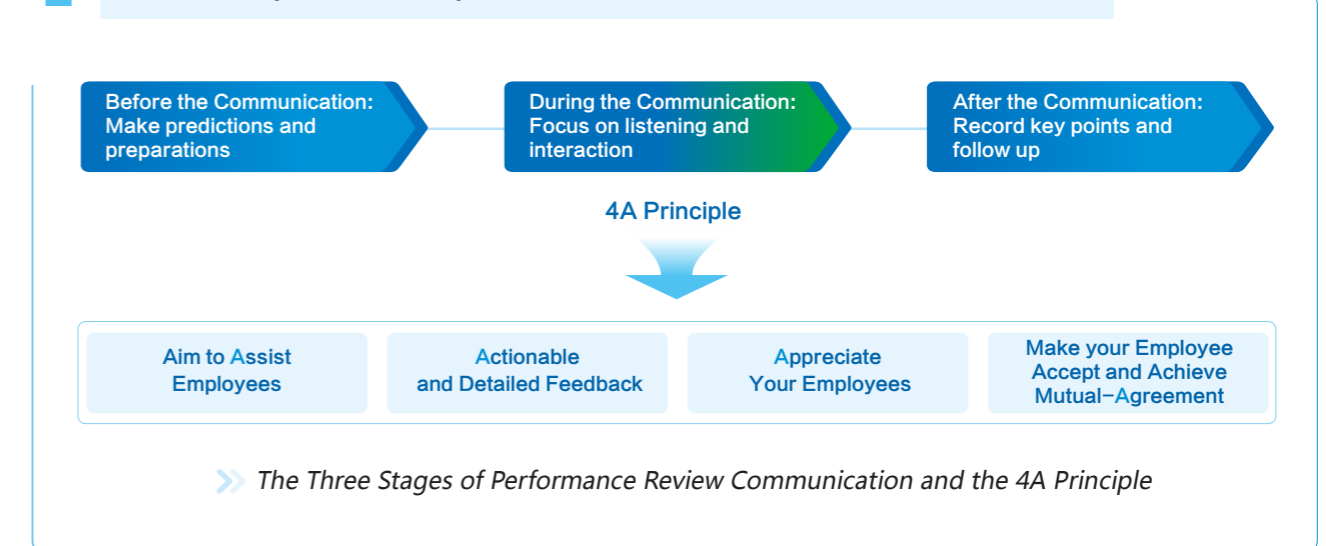
>> The Three Stages of Performance Review Communication and the 4A Principle

Case: AI Assists in Employee Performance Communication

To enhance the comprehensiveness and efficiency of performance reviews, we have utilized AI technology to distill and summarize the 360-degree feedback results of the assessed individuals, which will serve as supplementary materials for the performance review.

>> *AI Assists in Performance Communication*

Welfare

TAL Education Group consistently adheres to the employee philosophy of "people-oriented," actively providing various non-salary benefits and incentives. The company's welfare system now covers multiple dimensions, including health insurance, mutual growth, and holiday blessings, comprehensively enhancing the employee welfare experience. At the same time, we closely monitor employees' needs in both work and life, continuously and flexibly improving the employee welfare system in line with the company's development stages and profitability.

>> *TAL Employee Welfare*

Case：Annual Health Check-up

To ensure the health and safety of our employees, TAL Education Group provides annual health check-up benefits for all employees every year. During the reporting period, we collaborated with four professional medical service institutions to offer health check-up services for employees and their families. Employees can choose from various packages and schedule their appointments based on their individual needs.

>> *TAL Education Group Employee Health Check-up Brochure*

Case: Employee Chinese New Year Gift Box

On the occasion of the 2024 Chinese New Year, we have upgraded and launched the "Together is Wonderful" New Year Gift Box. The updated gift box includes a luggage travel set, a parent-child badminton set, a tableware home set, a rice and oil package, and a New Year goodies set, bringing our employees heartfelt New Year blessings filled with festive spirit.

>> *2024 "Together is Wonderful" New Year Gift Box*

2.2.3   Engagement and Communication

Valuing employee feedback and opinions helps encourage active participation in corporate governance, which not only enhances employee engagement and satisfaction but also improves the company's operational efficiency and competitiveness. TAL Education Group provides platforms for employees to showcase themselves through annual meetings, kickoff conferences, and anniversary celebrations, enhancing their sense of workplace involvement. Starting from August 2022, the company has implemented a monthly all-hands meeting mechanism, allowing employees to receive timely and comprehensive updates on company strategy, business direction, organizational changes, and more. Employees can also raise questions about work and life on relevant platforms and receive answers from dedicated personnel.

Employee Communication Channels

TAL Education Group actively fosters a democratic and open communication mechanism, respecting employees' legal rights to freedom of association and collective bargaining. Currently, TAL employees can communicate through various channels such as "Miss Yach," email, "Employee Voices," all-hands meetings, employee monthly reports, and the diverse employee communication community "TAL YOUNG." These channels enhance the efficiency of information transmission and sharing, promoting continuous learning and progress within the company.

Case: Regular All-Hands Meetings for the Local Learning and Online Learning Business Units

TAL Education Group and its business units regularly hold all-hands meetings to enhance understanding and communication among employees. These meetings include periodic recognition of outstanding performance, which helps to increase the department's sense of identification and belonging to the company, thereby effectively improving work efficiency.

>> *On-Site All-Hands Meeting for the Business Unit*

CASE: Diverse Employee Communication Community "TAL YOUNG"

"TAL YOUNG" is a platform designed for TAL Education Group employees to share information, exchange knowledge, document life experiences, and support mutual growth. This community platform upholds the value of "being open and honest," fostering an open and transparent organizational atmosphere. It brings employees closer to one another and to the organization, thereby creating a nurturing internal communication community.

"TAL YOUNG" guides employees to openly and honestly share their issues through topic-driven discussions and user engagement. This helps the organization identify and resolve problems, making employees' work and life more efficient and convenient, thereby building a warm and caring organization.

精华帖 #好未来20周年# #TAL20#
从奥数网，到学而思，再到好未来，很高兴一路陪伴成长，也见证了彼此最有意义的时光。祝20岁生日快乐🎂 愿未来可期～刷一波老照片～回忆满满～

👍 40　💬 3　分享

李鑫：热爱是所有理由和答案👍

>> *Employee Sharing and Communication on "TAL YOUNG"*

Employee Engagement Survey

A professional and independent third-party consulting firm has been commissioned to conduct an Employee Engagement Survey to understand employees' feelings and feedback at TAL, which helps TAL to develop effective responses to key issues. During the reporting period, all full-time employees have participated in an online anonymous survey by email invitation. Through the survey, they have shared their feelings and opinions on a variety of matters, including the Company's strategy, operational efficiency, work culture, salary, and benefits. Following the survey, we conducted report interpretation and training sessions for HRBPs within each business unit. The aim was to identify issues within the teams based on the survey results and propose improvement plans. Each primary department within the business units completed the report interpretation and formulated 1-3 practical and feasible action improvement measures tailored to their specific circumstances.

Quantitative Results

> During the reporting period, TAL Education Group received a total of 8,734 valid responses to the Employee Engagement Survey, representing a 14.8% increase in the valid response rate compared to the previous fiscal year and exceeding the national corporate average by 8.5%.

> The employee satisfaction index was 73.5, showing an 11.5% increase compared to the same period in 2022.

8,734 Responses
■ Valid Responses

73.5
■ Employee Satisfaction Index

Case: Internal Application of the Employee Engagement Survey—Empowerment Through Improvement Plans

After conducting the Employee Engagement survey, the company will initiate empowerment training for HRBPs within the business units on report interpretation and the formulation of action improvement plans. The empowerment training can be divided into two modes: online empowerment training and offline workshops.

Online Empowerment Training

The online empowerment training primarily focuses on report interpretation techniques, helping all HRBPs within the group to understand the report findings related to their respective business units, departments, and teams.

Offline Workshops

We collaborated with a third-party organization to host a "Training the Trainer to Train" co-creation workshop, focusing on the data provided by the HR team. Over 30 HR employees were invited to collectively discuss potential areas for optimizing employee engagement. Each HRBP organized action plan workshops for their respective business teams, addressing 1-2 specific issues and proposing improvement suggestions, as well as facilitating the implementation of these suggestions. At the primary department level within each business unit, 100% of report interpretations were completed, and 1-3 practical and feasible action improvement plans were formulated based on the specific circumstances of each business unit.

>> *Action Plan Workshop*

Communication and Report → Organizational Discussion → Feedback Follow Up

Issues Identification → Reason Analysis → Target Confirmation → Key Action Design → Key Obstacles Overcoming → Constraints Setting

>> *Basic Process of Action Plan Workshop*

Employee Complaint and Protection Mechanism

TAL Education Group has established various complaint and feedback channels, including "Miss Yach" (a communication platform), email, Whistle-blowing platform, postal mail, "Employee Voices," and all-hands meetings. We adopts a strict confidentiality system to protect whistleblowers, and prohibits any retaliation against whistleblowers, witnesses and investigators. Our "Code of Business Conduct and Ethics" explicitly prohibits any form of retaliation against individuals who report known or suspected violations of this code. Any employee who retaliates against a whistleblower will face disciplinary action.
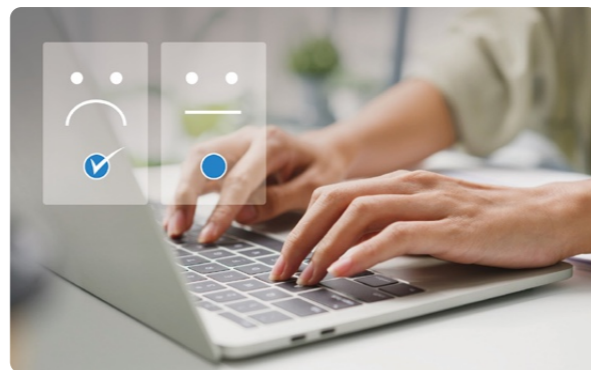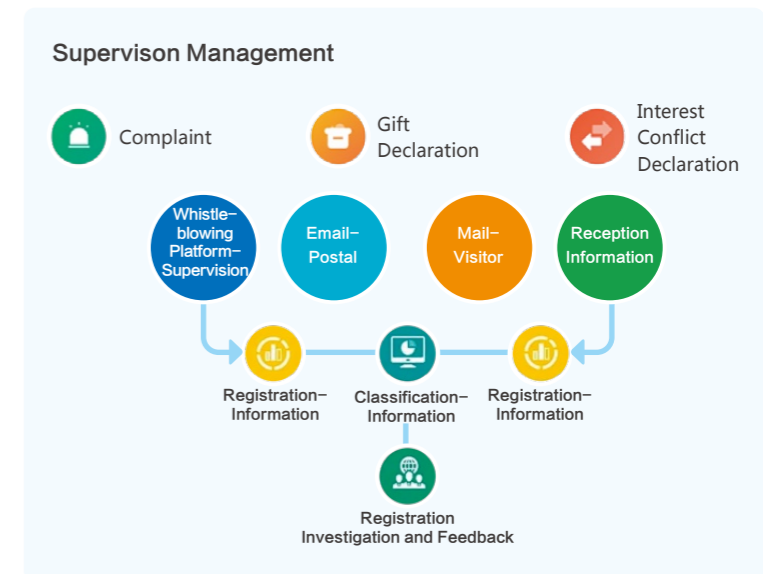
Image by Freepik

Complaint Type	Channel	Path
Complaint Through Supervision Department	Complaint Platform	Yach Employee Portal-Supervision Management-Compliant
	Email	jiancha@tal.com
	Postal Mail	Supervision Department TAL Group Heying Center, Haidian District, Beijing, China
	Complaint in Person	Group Supervision Department
Complaint Though Audit Department	Postal Mail	Audit Department TAL Group, Keliyuan Building, Haidian Disctrict, Beijing, China
	Email	jubao@tal.com
	Complaint in Person	Group Audit Department
Employee Voices	Dedicated Hotline	Employee Feedback Through Dedicated Hotline
Service Feedback	Employee Voice	Employee Feedback Through Dedicated Hotline
	"Miss Sister"	Yach Communication Platform

Case: Diverse Employee Complaint Channels

Whistle–blowing Platform Channels

Employees of TAL Education Group can report any violations of the company's regulations, including the "Employee Code of Conduct," "Code of Business Conduct and Ethics," "TAL Group's Five Rules for Management Conduct," "TAL Group's Seven Red Lines for Employees," "TAL Group's Conflict of Interest Management Regulations," and "TAL Group's Gift Reporting Management Regulations," through various channels such as the "Yach Employee Portal-Supervision Management-Compliant" Reports can be made using real-name reporting, anonymous reporting, or email reporting. Once a report is submitted, it will be uniformly handled by the Group's Supervision Department.

Supervison Management

Complaint | Gift Declaration | Interest Conflict Declaration

Whistle–blowing Platform–Supervision | Email–Postal | Mail–Visitor | Reception Information

Registration–Information | Classification–Information | Registration–Information

Registration Investigation and Feedback

投诉举报流程
单据详情 流程图
单据详情
投诉举报平台
投诉举报须知
*举报方式
○ 实名举报   ○ 匿名举报   ○ 邮箱举报
集团鼓励您实名举报,实名举报会被优先处理。
匿名举报请详细描述举报内容,并留下有效联系方式,如举报内容不明确或处理已完成,调查人员会主动联系您。
对举报内容不明确且无法联系举报人的举报信息,将作为无效举报处理。
I 举报人信息
*姓名及工号   *联系电话
请输入   请输入

Yach Employee Portal-Supervision Management-Complaint

知音姐姐
好未来教育科技集团

投诉

老师您好,请根据您想要举报或投诉的类型进行选择
1、投诉采购员
2、供应商投诉
3、监察举报途径
4、审计举报途径
5、员工心声
6、投诉知音姐姐

Complaint Through Miss Yach

TAL employees can also file complaints through the "Miss Yach" communication channel and select the appropriate complaint type.

Complaint Through "Miss Yach"

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Protect the Planet

Vital Future, Supporting Employee Growth

Innovate for the Future, Driving Educational Advancement

Quality Future, Providing High-quality Products and Services

Share the Future, Build a Better Society Together

Integrity for the Future, Upholding the Compliance Bottom Line

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2.3 Guiding Employees to Enhance Themselves

TAL adheres to the talent strategy of "make dedicated talent success", continuously improving the employee development system by clearly defining career development paths and promotion mechanisms, formulating training plans for employees at different levels, enabling each employee to better discover their potential and realize their self-worth, and striving to achieve simultaneous growth for both the company and its employees.

2.3.1   Career Development Opportunities

TAL Education Group has formulated institutional documents such as the "TAL Promotion Policy," "TAL Internal Talent Mobility Management System," and "TAL Internal Job Competition Management System." These documents establish clear internal promotion mechanisms, internal job transfer systems, and internal job competition standards to ensure the fairness and impartiality of promotion processes, supporting the rapid growth and development of employees. Additionally, we have built a promotion system platform that clarifies promotion evaluation standards, evaluation processes, and promotion ratios. This ensures that procedures and milestones are open and transparent. We continuously work on establishing and improving platforms for promotion communication and mechanisms for incentives and constraints.

Employee Growth Path

Under the requirements of efficient and flat management, TAL Education Group has designed and promoted a dual-channel mechanism for Professional (P) and Management (M) tracks, providing supporting courses and resources. The dual-channel mechanism offers employees more career development opportunities, allowing for flexible adjustments in their career directions. This fosters a diverse talent development perspective and a professional atmosphere, stimulating employees' innovative potential. Once employees confirm that they meet the capability standards required for the channels, they can choose the development path that best suits their personal career plans.

Internal Job Competition for Employees

TAL Education Group has established the "Talent Ecosystem" to facilitate the free movement of employees between internal positions, enhancing organizational vitality and flexibility. We have clearly defined the implementation process of the "Talent Ecosystem" in our internal employee management regulations. By promoting this plan, we aim to gradually standardize the internal employee mobility mechanism, creating more opportunities for employees to experience new roles and fields across different positions and specialties. This initiative is designed to cultivate a greater number of emerging, high-potential, and versatile talents within the organization.

Employee Promotion Mechanism

In the fiscal year 2024, TAL Education Group further optimized its promotion review mechanism by establishing a promotion audit mechanism. For employees being promoted to higher-level positions, we have opened up audit seats, allowing other employees to register and participate. Through this audit mechanism, we aim to refine our internal promotion standards, ensuring that the promotion process is open, fair, and just. Additionally, this initiative promotes the exchange of valuable experiences within the organization and helps to accumulate organizational wisdom.

2.3.2   Talent Development System

"Ten years to grow a tree, a hundred years to nurture a person" – talent is the key force driving high-quality corporate development. TAL Education Group consistently adheres to its talent cultivation policy, establishing a diversified, high-standard, and comprehensive talent development system. Additionally, we have launched the "Three New" projects (New Employees, New Managers, and New Directors) to continuously refine a clear tiered training mechanism and specific career development training plans, aiming to create an excellent growth environment for all employees. We also encourage employees to continuously enhance their education and professional qualifications through collaborations with external institutions and by providing both spiritual and material rewards.

Quantitative Results

> During the reporting period, the total number of employee training participations was 56,969;

> The employee training participation rate was 57.80%;

> The average training duration per employee was 3.96 hours.

57.80%

■ Employee Training Participation Rate

Campus Recruitment Training Program

The Campus Recruitment Training Program and Plan reflect the high level of attention that the company's management and execution teams place on new talent. It is also a crucial factor in achieving substantial outcomes and forming an internal talent development mechanism. TAL Education Group places great importance on training newcomers, continuously enhancing their professional qualities and skills through various training methods such as mentorship, blended online and offline learning systems, and more.

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Case: Campus Recruitment Training Program for Product and Research Development Group

For new technical recruits from campus, TAL Education Group has established a specialized training program. The training process is divided into four stages: "Internship/Warm-up Plan - Integration Training Period - Job Placement Training Period - Probation Presentation". Through various training methods suc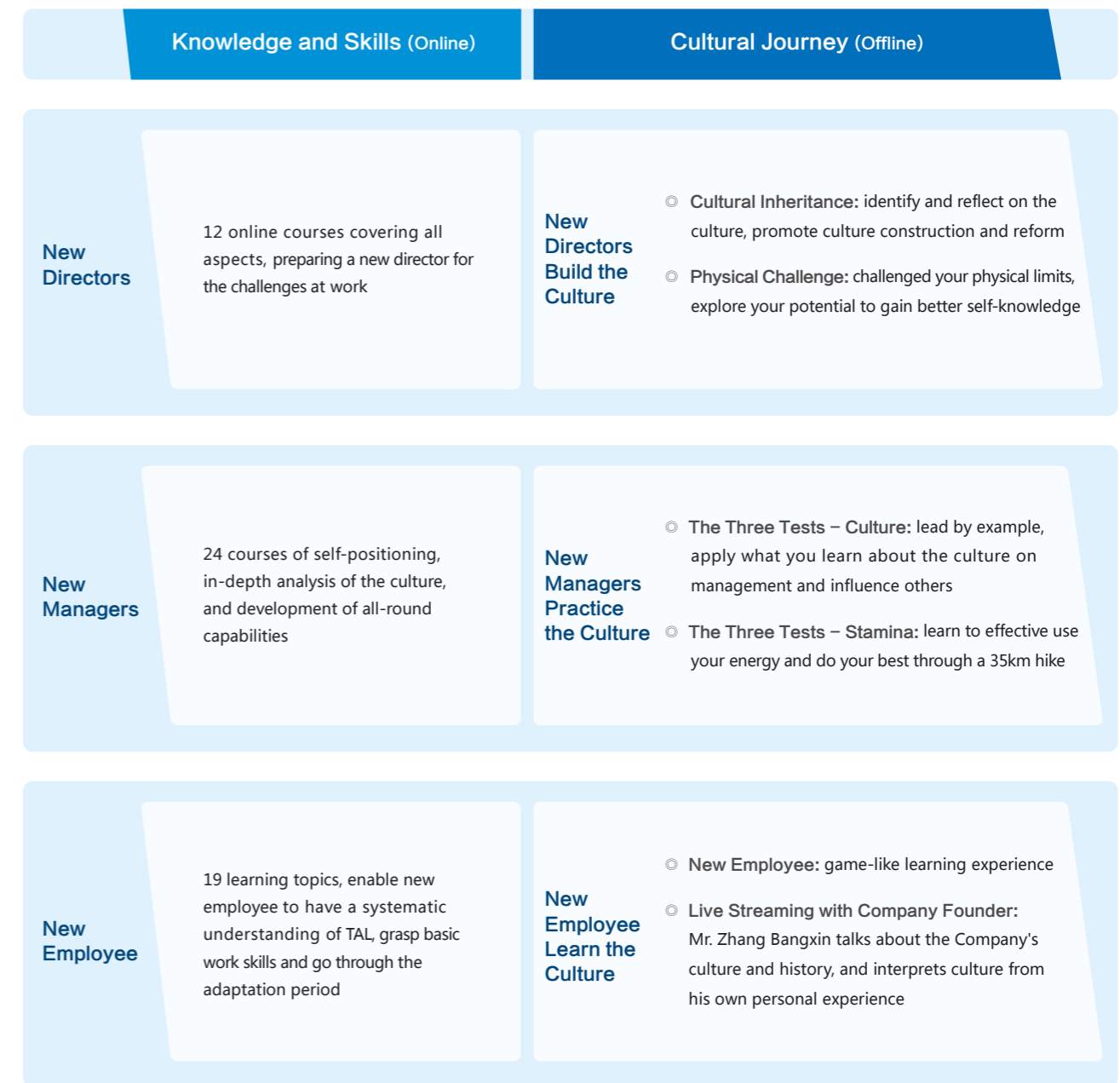h as mentorship from business tutors and a blended learning system combining online and offline learning, we help newcomers transition into their roles, learn about the company, corporate culture, professional qualities, and technical knowledge. This accelerates their integration into the team and culture, enabling rapid growth.

During the internship period, we will allow campus recruits to gain an early understanding of the company's business based on real situation, initiate role transitions, and accelerate their integration into the team. In the integration training period, we will help campus recruits understand business processes, master basic professional qualities, enhance workplace skills, and complete their role transitions. During the training period, we will involve campus recruits in project operations, drive project implementation, and cultivate their independent business thinking and problem-solving abilities.

Additionally, we have established a large communication group for the R&D employees, making it convenient for campus recruits to receive timely consultation information related to the group. We also provide campus recruits with information such as the employee ID of the CTO, R&D channel contacts, and sub-channel leaders to support daily communication among technical staff.

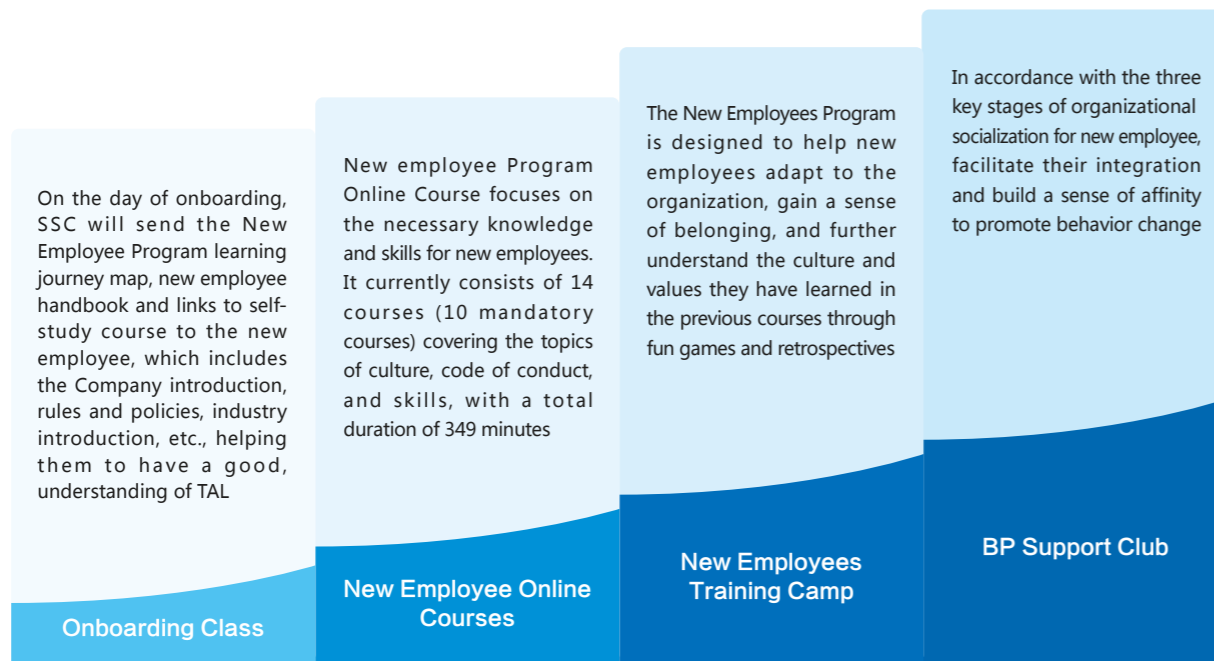R&D Campus Recruits Training Path
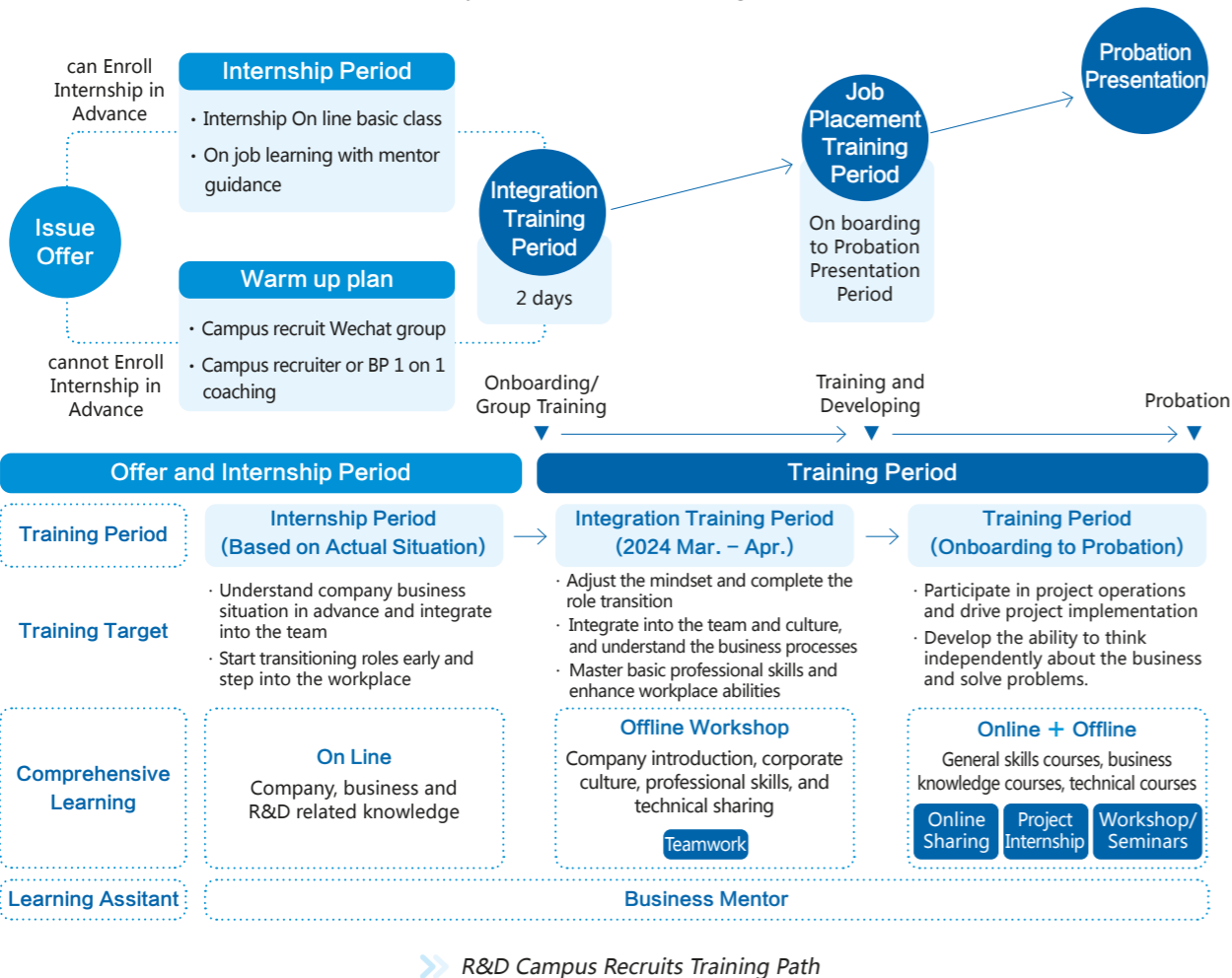
Tiered Training Mechanism

TAL has established a tiered general training program that includes the "Three New" projects (New Employees, New Managers, and New Directors), basic management skills, and general fundamental skills. The "Three New" projects offer customized talent development plans for new employees, new managers, and new directors. This initiative continuously improves a clear tiered training mechanism and specific career development training plans, aiming to create a positive growth environment for all employees.

	Knowledge and Skills (Online)		Cultural Journey (Offline)
New Directors	12 online courses covering all aspects, preparing a new director for the challenges at work	New Directors Build the Culture	○ Cultural Inheritance: identify and reflect on the culture, promote culture construction and reform ○ Physical Challenge: challenged your physical limits, explore your potential to gain better self-knowledge
New Managers	24 courses of self-positioning, in-depth analysis of the culture, and development of all-round capabilities	New Managers Practice the Culture	○ The Three Tests – Culture: lead by example, apply what you learn about the culture on management and influence others ○ The Three Tests – Stamina: learn to effective use your energy and do your best through a 35km hike
New Employee	19 learning topics, enable new employee to have a systematic understanding of TAL, grasp basic work skills and go through the adaptation period	New Employee Learn the Culture	○ New Employee: game-like learning experience ○ Live Streaming with Company Founder: Mr. Zhang Bangxin talks about the Company's culture and history, and interprets culture from his own personal experience

Customized Talent Training Programs for New Employee, New Managers and New Directors

Case: New Employee Program

The "New Employee Program" is a dedicated training system created by TAL for new employees. It consists of four main components: "First Day Orientation," "New Employee Online Courses," "New Employee Training Camp," and "BP Support Sessions." Through methods such as self-learning, engaging games, and in-depth reviews, the program helps new graduates develop professional awareness and skills. During the reporting period, a total of 8,165 participants attended the "New Employee Program," accumulating a total training duration of 47,493 hours.
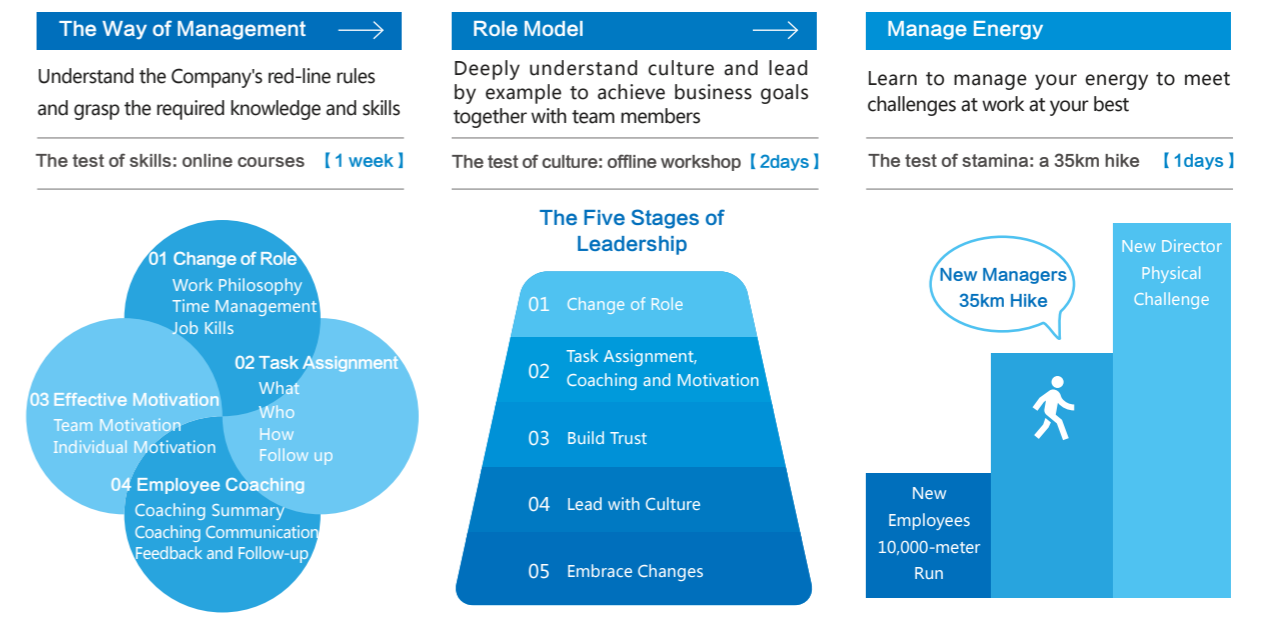
On the day of onboarding, SSC will send the New Employee Program learning journey map, new employee handbook and links to self-study course to the new employee, which includes the Company introduction, rules and policies, industry introduction, etc., helping them to have a good understanding of TAL

Onboarding Class

New employee Program Online Course focuses on the necessary knowledge and skills for new employees. It currently consists of 14 courses (10 mandatory courses) covering the topics of culture, code of conduct, and skills, with a total duration of 349 minutes

New Employee Online Courses

The New Employees Program is designed to help new employees adapt to the organization, gain a sense of belonging, and further understand the culture and values they have learned in the previous courses through fun games and retrospectives

New Employees Training Camp

In accordance with the three key stages of organizational socialization for new employee, facilitate their integration and build a sense of affinity to promote behavior change

BP Support Club

Overview of the New Employee Program Training System

"New Employee Program" Training Camp

Case: "New Manager Program"

The "New Manager Program" is a mandatory course for newly appointed managers with 0-1 year of experience at TAL. Together with the "New Employee Program" and the "New Director Program" for new directors, it forms TAL's "Three New" development system. The "New Manager Program" is a learner-centered experiential learning initiative that includes three stages: online theoretical learning, offline discussion and practice, and hiking to build resilience. This program helps participants experience the transition and cognitive shift required for management roles during training, encouraging them to actively learn and practice management skills in their actual work, thereby achieving a unity of knowledge and action. In fiscal year 2024, the company will conduct new manager training across multiple business units through the "New Manager Program," helping frontline managers adapt to their new roles. By the end of the reporting period, a total of 171 participants had attended the "New Manager Program."
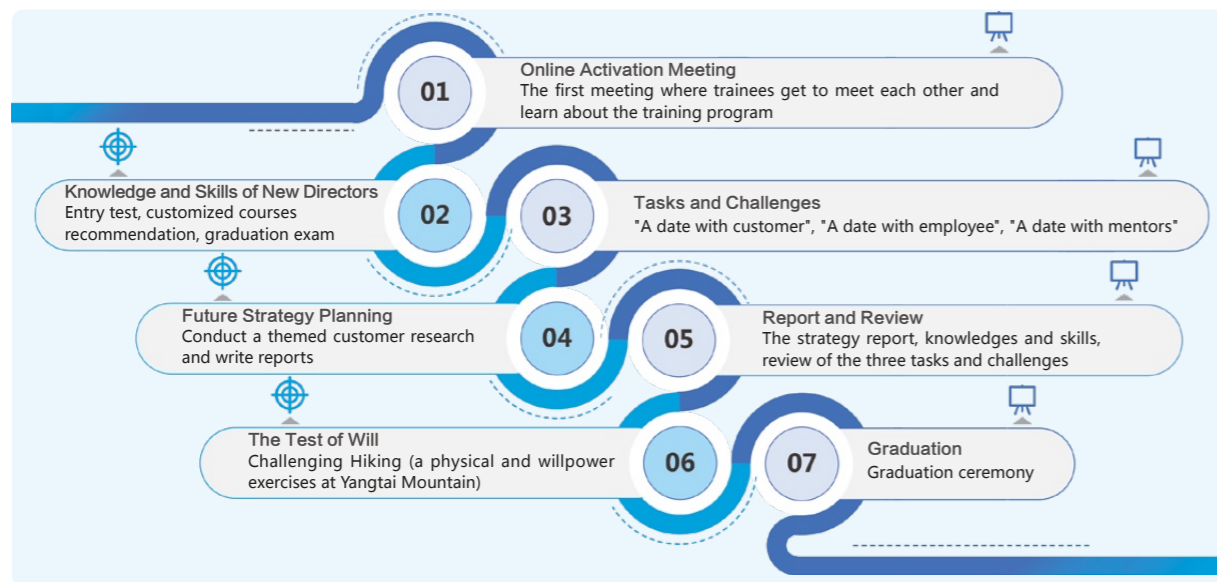
The Way of Management →
Understand the Company's red-line rules and grasp the required knowledge and skills
The test of skills: online courses 【1 week】

Role Model →
Deeply understand culture and lead by example to achieve business goals together with team members
The test of culture: offline workshop 【2days】

Manage Energy
Learn to manage your energy to meet challenges at work at your best
The test of stamina: a 35km hike 【1days】

"New Manager Program" Learning Journey Map

"New Manager Program" Offline Workshop and Culture Training

Case: New Director Program

The "New Director Program" is a mandatory course for newly appointed directors at TAL. It includes seven components: an online kick-off meeting, essential knowledge learning and exams, three major task challenges, future planning, report and review sessions, resilience tests, and a graduation ceremony. Through the "New Director Program," newly promoted directors can further enhance their management capabilities, effectively translate practical outcomes, and strengthen their decision-making abilities, strategic development skills, and modern business management competencies.

01 Online Activation Meeting
The first meeting where trainees get to meet each other and learn about the training program

Knowledge and Skills of New Directors
Entry test, customized courses recommendation, graduation exam **02**

03 Tasks and Challenges
"A date with customer", "A date with employee", "A date with mentors"

Future Strategy Planning
Conduct a themed customer research and write reports **04**

05 Report and Review
The strategy report, knowledges and skills, review of the three tasks and challenges

The Test of Will
Challenging Hiking (a physical and willpower exercises at Yangtai Mountain) **06**

07 Graduation
Graduation ceremony

The "New Director Program" Learning Journey Map

Core Position Development Training Program

In line with its development strategy, TAL conducts systematic and comprehensive development training for core employees to motivate and retain them. This approach helps strengthen the professional skills and loyalty of core employees, enhances the company's operational capabilities and competitive edge, and supports sustainable development. TAL places great importance on the development training programs for core position employees. By providing professional skills training to core employees in specialized areas such as production research and live broadcasting channels, TAL systematically develops key personnel and continuously builds and refines its talent pool for core positions.

Management and Leadership Development Training

In terms of leadership training, in addition to the "New Manager Program" and the "New Director Program," various business units within the group also offer additional leadership training courses tailored to their specific business characteristics. These courses aim to systematically and comprehensively enhance the management team's strategic planning capabilities, decision-making skills, leadership abilities, and communication skills.

Case: The Online Learning Business Unit's "Super Learning Supply Station"

The "Super Learning Supply Station" is an "immersive" learning project by TAL's Online Learning Business Unit. In this program, management-level employees can learn about management role cognition and key management tools, enhance their coaching techniques for effective key conversations and team leadership, and acquire specialized management skills in areas such as talent recruitment, cross-department communication, and managing new-generation employees. This comprehensive training aims to upgrade their management roles. By the end of the reporting period, the "Super Learning Supply Station" had covered 102 management-level employees.
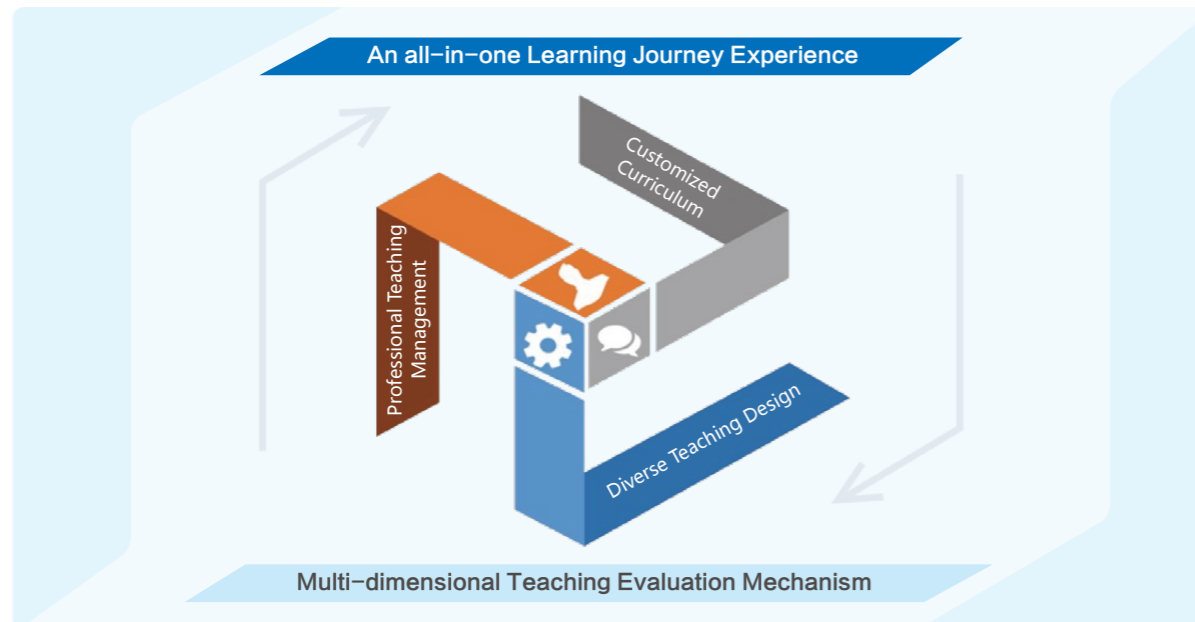
"Super Learning Supply Station" Teaching Site

Joint Training Program with External Agency

TAL collaborates with third-party agencies in specific learning areas to motivate employees to participate in management and leadership training, fully meeting their learning and training needs. We have partnered with Tsinghua University and Peking University to host advanced training programs, offering courses in marketing, management, and educational theory for relevant employees.

Case: Launch the "Beidou Project – TAL and Tsinghua Economic Management Seminar" with Tsinghua University to Strengthen Leadership Training

TAL has partnered with the School of Economics and Management at Tsinghua University to launch the "Beidou Program - TAL and Tsinghua Economic Management Seminar." This program helps mid-to-senior management adapt more quickly to changes in the business environment and adjustments in development strategies, fosters a technological strategic perspective among management, and enhances their ability to tackle management challenges and lead transformations.

The "Beidou Program - TAL and Tsinghua Economic Management Seminar" is structured around three modules: "Understanding, Mastering, Innovating." It employs a variety of teaching methods, including premium online courses, offline classroom learning, team-building exercises, management assessments, case studies, business simulations, cross-industry exchanges, and site visits. These diverse formats aim to enhance participants' self-awareness, deep thinking abilities, and change awareness while preparing them as leading talents at the management level.

An all–in–one Learning Journey Experience

Customized Curriculum

Professional Teaching Management

Diverse Teaching Design

Multi–dimensional Teaching Evaluation Mechanism

》 *Course Idea of "Beidou Project - TAL and Tsinghua Economic Management Seminar"*

》 *"Beidou Project - TAL and Tsinghua Economic Management Seminar" Training*

Case: Launch the "Peking University – TAL Education Theory and Management Training Program" in Collaboration with Peking University

To further enhance the professional skills and theoretical knowledge of TAL Education Group's teaching staff, and to continuously improve the quality of educational services, we have partnered with the School of Education at Peking University to establish the "Peking University - TAL Education Theory and Management Training Program." The "Peking University - TAL Education Theory and Management Training Program" focuses on educational instruction and student development. It covers nine key modules, including educational assessment, student management, and user services. The program offers a systematic learning and assessment structure with over 20 courses, providing teachers with new perspectives on their current roles and careers. This initiative aims to inspire continuous improvement in their work methods and service quality. A total of 1,864 participants from the group attended the training, and after nearly four months of intensive training, they received a printed certificate of completion from Peking University.

▶ To Further Enhance Educational Qualifications and Professional Credentials

Enhancing educational qualifications and professional credentials will help employees deeply understand the specialized knowledge of their industry, improving their professional literacy and skill levels. TAL Education Group collaborates with third-party platforms to provide professional certification exam preparation resources for employees within the group. This initiative encourages employees to obtain relevant certificates and to pursue higher education degrees, including bachelor's degree upgrades or graduate studies.

Case: Supporting New Employees in Obtaining Teaching Certifications

Since July 2021, TAL Education Group has invested a total of 200,000 yuan in collaboration with the "I Love Teachers" website to support new employees preparing for teaching certification exams. This support includes exam process reminders, discounted course prices, and access to study materials.

(1) Information and reminders related to registration, exams, certification, and other relevant processes;

(2) Free study materials and live or recorded review courses for teachers who have registered for the exams.

Case: Supporting New Employees in Obtaining Trainer Certification

During the reporting period, we supported Suyang teachers in obtaining qualifications as teaching staff (trainers) at training institutions. We provided new employees preparing for the exam with a detailed and comprehensive study plan, and specifically organized a "Xueersi Exam Session" to help them efficiently and effectively achieve trainer qualification certification.

Case: Provide Support for Intermediate-level Professional Title Examinations for R&D Staff

During the reporting period, we provided the National Computer Technology and Software Professional Technical Qualification (Proficiency) Examination for our R&D staff. We collaborated with professional exam training platforms to offer courses for employees who needed to take professional title exams, including System Analyst, System Architect, and Information System Project Manager courses. The support period for these courses covered a preparation duration of 3 to 5 months.

2.3.3 Empowering Employee Development with Digital Intelligence

TAL Education Group actively promotes digital and intelligent office practices, leveraging data and IT technology to drive office and management optimization. We have established an efficient communication and collaboration platform to enhance the quality and efficiency of employee communication and company decision-making. Additionally, we have developed an employee training platform supported by AI technology to encourage employees to engage in a series of "scientific development" knowledge learning.

"Yach" Platform

TAL Education Group has launched an efficient collaboration platform called "Yach" to provide employees with a communication tool that enhances efficiency and reduces information noise, thereby further improving office communication efficiency. Currently, the "Yach" platform covers various business lines including human resources, finance, legal affairs, procurement, and more. Its all-in-one work interface integrates over 200 business applications, including work scheduling, leave management, meetings, and other daily arrangements. In addition to offering the "Miss Yach" human service platform for employees, we also leverage AI tools such as large models within "Yach" to boost employee productivity.

Quantitative Results

During the Reporting Period

> Within the platform, approximately 200 million interactive messages have been exchanged, 8,561 posts have been initiated, and 764,805 meetings have been held to identify and resolve issues.

≈ 200 Million
■ Interactive Messages

> The "Miss Yach" platform has answered a total of 524,195 employee inquiries, with AI tools such as large models assisting in answering 10,594 of those questions.

524,195 Inquiries
■ Employee Inquiries Responses

"TAL E-learning Platform" – Employee Training Platform

The "TAL E-learning Platform" is an online training platform provided by TAL Education Group that offers learning resources to all employees, all teachers, and full-time teachers. After nearly six years of development, the "TAL E-learning Platform" now features 7,958 courses. The courses are categorized into Business Unit Special Areas, Professional College General Courses, Corporate Culture, Organization Department Special Areas, and Special Projects. To date, it has served a total of 225,460 participants.

Quantitative Results

As of the end of the reporting period, TAL Education Group's "TAL E-learning Platform" has launched 7,958 training courses (including 273 new courses introduced during the reporting period), serving a total of 225,460 participants.

7,958 Courses
■ Training Courses Launched

Scientific Parenting

In January 2024, TAL Education Group promoted the learning of the "Scientific Parenting" series of knowledge across the company for all employees. This initiative aimed to support the healthy growth, scientific development, and lifelong growth of employees' families and children, thereby promoting the value proposition of "enhancing parent-child harmony." The TAL "Scientific Parenting" system leveraged AI capabilities to create a detailed reading robot for TAL's scientific development books. This allowed employees to continuously review and consolidate their learning content, fostering personal growth among employees.

Post of "Scientific Parenting"

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2.4 Enhancing Employee Health and Vitality

TAL Education Group values the contributions of its employees and prioritizes their physical and mental health and safety, advocating for a balance between work and life. Through a variety of employee care activities and a comfortable office environment, we are committed to creating a safe, pleasant, and human-centered workplace. Our goal is to prevent occupational health incidents to the greatest extent possible and to promote a healthy, happy work and life for our employees.

2.4.1　Ensuring Occupational Health and Safety

TAL Education Group consistently prioritizes the management of occupational health and safety for its employees. Through various measures such as first aid training, fire drills, health and safety awareness programs, medical insurance, and employee health check-ups, we strive to prevent workplace accidents and reduce the hazards of occupational diseases. These practical actions are taken to genuinely ensure the health and well-being of our employees.

Quantitative Results

> During the reporting period, TAL Education Group did not experience any employee fatalities due to work-related incidents;

> Employee health check-up coverage rate: 100.00%.

100%

■ Employee Health Check-up Coverage Rate

Case: Red Cross First Aid Training

In 2024, TAL Education Group organized three sessions of first aid training. A total of 166 employees passed the assessments conducted by the Training Center of the Red Cross Society of China and obtained first aid certificates.

》 Red Cross First Aid Training Event

Case: Fire Evacuation Drill

In June 2023, TAL Education Group organized small-scale fire evacuation drills and practical fire extinguisher training at its office locations. These activities aimed to enhance employees' fire safety awareness and improve their organizational and handling capabilities in firefighting efforts.

》 Fire Evacuation Drill

Case: Strengthening Occupational Health and Safety Awareness

To create a healthy and safe office environment, TAL Education Group conducts educational campaigns on epidemic prevention, telecom fraud, electrical safety, and other topics. These efforts aim to further prevent workplace accidents and reduce health and safety risks.

Promoting Prevention of Epidemics such as COVID-19 and Influenza

TAL Education Group issued notifications such as the "Influenza Prevention Guide" and "Flu Season Reminders" to prevent the spread of epidemics within the company and to protect the health of its employees.

Telecom Fraud Prevention Awareness

To further strengthen fraud prevention efforts and effectively enhance employees' awareness and ability to recognize and prevent scams, TAL Education Group issued the "Fraud Prevention Reminder" to all employees. This notification provided comprehensive and crucial tips from multiple dimensions, including verifying information sources, internet security awareness, and protection of confidential information.

流感季
温馨提示

各位老师，大家好！北京近期气温急速下降，开始进入呼吸道疾病高发期，流感、新冠、合胞病毒等开始活跃起来。北京市疾控中心副主任、流行病学首席专家王全意介绍：目前流感处于流行期，较往年有所提前，请老师们做好个人防护，避免交叉传染。

普通感冒和流感有何不同

感冒症状不同，治疗方法也不尽相同，一定要分清感冒类型，及时就医治疗。

● 普通感冒的症状：
声音嘶哑、鼻塞、打喷嚏、流鼻涕、咽喉痛、咳嗽等呼吸道症状，随着病情的发展，这些症状会慢慢加重。

》 Epidemic Prevention Awareness Campaign

2.4.2   Focusing on Employee Physical and Mental Health

TAL Education Group frequently posts information about various employee care activities, such as holiday celebrations, psychological support, and sports events, on the "TAL YOUNG" employee community. These activities help employees cultivate hobbies outside of work, boost their energy and enthusiasm for their jobs, and promote interaction and communication among employees. During the reporting period, TAL Education Group organized activities such as emotional healing sessions, employee long-distance running challenges, summer care activities, Winter Solstice celebrations, and New Year kickoff events to help employees manage their emotions and alleviate work-related stress.

Quantitative Results

› In 2023, the "TAL YOUNG" employee community initiated 8,561 posts and 49,762 topic threads;

› The platform received a total of 6,375,818 views;

› There were 90,918 likes, demonstrating support and recognition for employees.

8,561 Posts

■ Employee Communication Community Posts

49,762 Topic Threads

■ Employee Communication Community Topic Threads

Case: "Emotional Healing: Returning to Body and Mind" Activity

In December 2023, TAL Education Group conducted the "Emotional Healing: Returning to Body and Mind" activity, inviting professional emotional healing therapists to provide mindfulness-based emotional healing for employees. During the event, participants engaged in immersive experiences such as mindfulness breathing techniques and essential oil-assisted inhalation to help with scientific stress reduction and emotional regulation. This activity further helped employees connect their body and mind, offering insights and support for managing emotional issues.

›› *"Emotional Healing: Returning to Body and Mind" Activity*

Case: Spring and Autumn National "10000-meter Run" Events

In 2023, the Local Learning Business Unit hosted the Autumn "10000-meter Run" event. The event featured separate leaderboards for men and women, and the top 20% of participants in each event were recognized on-site and invited to share their outstanding fitness experiences. As of December 12, 2023, participants in this event had collectively run over 32,539 kilometers, with a total of 2,266 employees completing the 10-kilometer challenge.

›› *"10000-meter Run" Activity*

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ESG Governance

Protect the Planet

Vital Future, Supporting Employee Growth

Innovate for the Future, Driving Educational Advancement

Quality Future, Providing High-quality Products and Services

Share the Future, Build a Better Society Together

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3. Innovate for the Future, Driving Educational Advancement

TAL Education Group adheres to the sustainable development philosophy of "long-term perspective, causality and balance," focusing on five major social value development directions: "enhancing quality and efficiency through technology," "promoting comprehensive science popularization," "advancing cultural exchange," "promoting reading literacy," and "enhancing parent-child harmony." Through technological innovation, TAL aims to create a high-quality, diversified educational product and service system that serves as a beneficial supplement to the public education system. This approach meets the lifelong learning and self-improvement needs of the general public, continuously creating value for society.

Material ESG Issues Applicable in This Chapter

- Evolution of Educational Digitization and Intelligence
- Science Education and Literacy Popularization
- Technology and Product Innovation:

SDGs Applicable in This Chapter

3.1 Science and Education Supporting for Enrichment Learning

TAL Education Group continuously explores the education of scientific literacy. Leveraging its two quality education brands, "Xueersi Suyang" and "Xueersi Online School," TAL has gradually built an enrichment learning product matrix centered on scientific learning. This matrix covers areas such as science, programming, and humanities, meeting the needs of children of different age groups for improvement in scientific and humanistic literacy.

3.1.1 Cultivating Future-Oriented Skills in Children: Xueersi Suyang

Xueersi Suyang leverages Xueersi's many years of educational research and combines constructivism and brain science studies on children's cognitive development. With "inspiring interest" as its core value and "learning for application" as its cultivation goal, Xueersi Suyang continuously upgrades and iterates a variety of self-developed enrichment courses. These include AI programming, robotics, Science and experiments, Science and Creativity and Humanities and aesthetics. Through practical inquiry-based teaching, problem-oriented teaching, and interactive heuristic teaching methods, Xueersi Suyang aims to continuously enhance children's scientific thinking, programming thinking, and humanistic thinking abilities for the future.

Case: In Collaboration with Tencent Education, Xueersi Suyang has Developed the "Xueersi Mars Exploration Themed Course."

In June 2023, Xueersi Suyang and Tencent Education held a cooperation signing ceremony in Beijing, where they reached an in-depth collaboration on enrichment products such as programming and science. The partnership aims to empower youth science education with innovative technology. During the event, they unveiled their first jointly developed product, the "Xueersi Mars Exploration Themed Course." This course is designed for children aged 7-10 who are interested in topics such as technology, programming, astronomy, and aviation. It helps children experience the joy of programming and ignite their dreams of technology through gamified scenarios.
In December 2023, the course was showcased at the inaugural Science Education Expo, receiving praise from numerous industry professionals and parents.

The Mars Learning Scenarios of the "Xueersi Mars Exploration Themed Course"

At the Science Education Expo, Young Students from Xueersi Suyang Presented and "Explained" Mars Knowledge to Experts and Scholars

Case: Collaborating with LEGO Education to Develop Robotics Programming Course Products

In July 2023, Xueersi Suyang and LEGO Education officially announced their strategic partnership to jointly launch enrichment education solutions for K-12 students. The collaboration will encompass multiple areas, including product development, curriculum design, teacher training, and joint branding efforts, aiming to continuously advance the quality and depth of enrichment education. The Xueersi Robotics Programming course products were rolled out during the winter holiday of 2023 in 20 cities, enabling more students to develop an interest in learning through building and programming activities.

>> *Visit to LEGO Headquarters*

>> *Xueersi Suyang and LEGO Education Strategic Partnership Launch Ceremony*

3.1.2 Building the "Enrichment Life System": Xueersi Online School

Xueersi Online School, guided by the Ministry of Education's "Core Competencies for Chinese Students' Development," leverages its years of educational research experience and learning data advantages to help children better construct their knowledge systems through the provision of "Enrichment Course Systems" and "Enrichment Life Systems."

The "Enrichment Course System" covers three core areas: Humanities, Science, and Intelligent Manufacturing. It includes course products such as Xueersi Comprehensive Reading, Xueersi Humanities and aesthetics, Xueersi Science, Xueersi Programming and Robotics, and Xueersi Natural History. Building on this foundation, the Enrichment Life System includes products like "Joy for Exploring", Aerospace Zone, and Programming Community, providing children with broader development opportunities. These two systems utilize inquiry-based teaching, group-based learning, and creativity-enhancing teaching aids to create a new course experience centered on the child. This approach helps children understand the meaning of learning, develop their interests and aspirations, and cultivate practical and innovative abilities.
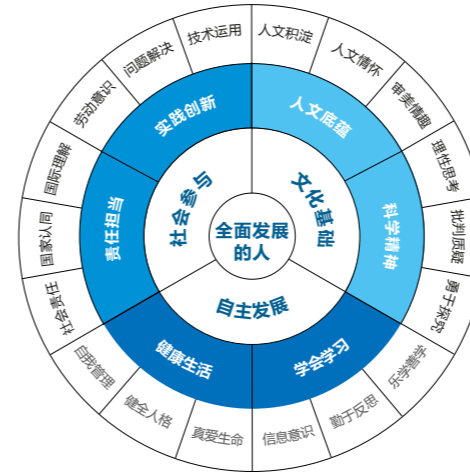
>> *Core Competencies Framework for Student Development in China*
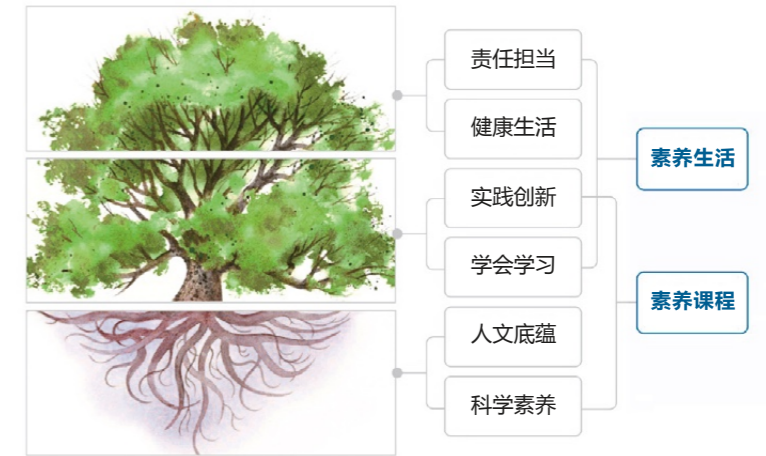
>> *Enrichment Learning Programs/ Life Enrichment Programs*

Case: The "Dialogue with Scientists" Series of Online Lectures by Xueersi Science

Starting from early June 2023, Xueersi Online School, in collaboration with the Central Committee of the Communist Youth League's Youth and Children's Development Service Center, has been inviting 16 prominent scientists to conduct a series of "Scientist Lectures" online activities. By fully utilizing popular science resources, this initiative aims to provide children with multiple science education events. As of the end of the reporting period, over 80,000 primary and secondary school students have had "zero-distance" interactions with scientists, gaining close insights into cutting-edge scientific developments and fascinating research experiences.

>> *The "Dialogue with Scientists" Series of Online Lectures*

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Case: The National Primary and Secondary School Science Youth AI Leadership Program

In December 2023, Xueersi Online School, in collaboration with the Chinese Association for Artificial Intelligence, jointly launched the "National Primary and Secondary School Science Youth AI Leadership Program" (referred to as the Leadership Program). This initiative is free of charge and open to primary and secondary school students across the country. The Leadership Program invites students who are passionate about programming to "attend a class together and listen to a lecture," enriching their understanding of the field of artificial intelligence, deepening their comprehension and mastery of AI, and promoting the widespread adoption of AI foundational education in primary and secondary schools nationwide.

The National Primary and Secondary School Science Youth AI Leadership Program
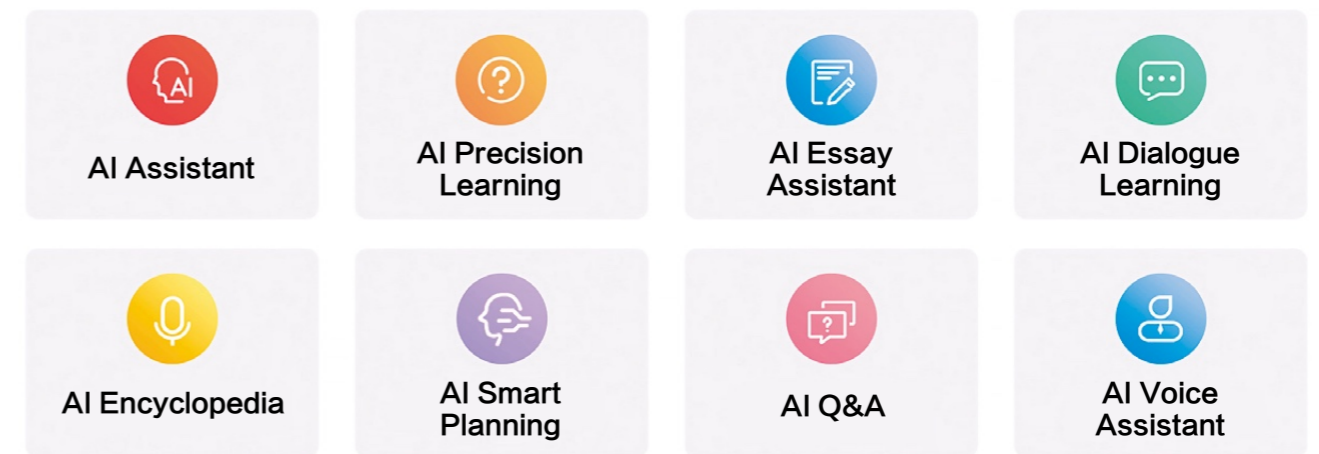
3.2 Technology Empowering Efficient Learning

The United Nations Transforming Education Summit has identified the digital transformation of education as one of its five key action areas. In alignment with this, TAL Education Group, adhering to its "Tech-Innovation" strategy, is accelerating technological innovation and continually developing intelligent educational hardware products and content. During the reporting period, TAL launched several intelligent hardware products, including the MathGPT, Xueersi XPad, and Mobby Kids' Learning Pad.

Additionally, based on the philosophy of "accompanying a generation's growth with quality content," Xueersi's Smart Learning content Center has introduced a series of books. Beyond traditional reading, the center has further enhanced learning by incorporating new methods such as audio and video content, online reading, interactive follow-along features, and AI-based scoring. These innovations aim to help children improve their learning efficiency and broaden their cultural horizons.

3.2.1 Technology Drives Personalized Learning at Scale: MathGPT

During the reporting period, we launched the MathGPT, which focuses on problem-solving and explanation algorithms in the field of mathematics. This model provides leading AI capabilities and solutions for the education industry. The MathGPT has become one of the first educational large models to pass registration and is now fully open. We have already launched AI applications based on the MathGPT on the Xueersi Xpad, thereby improving children's learning efficiency and interest, and inspiring more possibilities for their future growth.

| AI Assistant | AI Precision Learning | AI Essay Assistant | AI Dialogue Learning |
| AI Encyclopedia | AI Smart Planning | AI Q&A | AI Voice Assistant |

MathGPT Application

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3.2.2　Twenty Years of Professional Quality Content to Help Ease the Burden of Family Education: Xueersi Xpad

TAL Education Group is committed to building a "personalized" education system and developing a "ubiquitous" learning environment, accelerating the research and development of intelligent educational hardware products. Among them, TAL has launched the Xueersi Xpad, leveraging continuous exploration and innovation in artificial intelligence to ease the burden of family education. This allows high-quality educational resources to transcend the limitations of time and space, promoting educational equity.

The Xueersi Xpad upholds the value concept of "children love it, parents have peace of mind, and technology-driven." It features hardware such as a future paper eye-protection screen, a 6nm 8-core processor, and ultra-long battery life. Supported by 20 years of professional research and development experience and professional technologies like "Comprehensive Curriculum, All Grades, Complete System 1400," "Precision Learning Pro," "AI Dialogue Learning," and "Magic Interaction," it provides extensive students with professional learning support and a wonderful parent-child companionship experience through ten AI tutoring tools and "Math Anytime Q&A."

CASE: Technology Creates a Professional and Ultimate Learning Experience

In mid-December 2023, TAL Education Group launched the Xueersi Flagship Xpad series. This product series leverages Xueersi's self-developed content system, all-scenario precision learning, and multiple AI capabilities based on MathGPT, combined with industry-leading hardware configurations, to create a professional and ultimate learning experience for users. Additionally, the flagship series is equipped with a 14-inch eye-protection screen and a powerful chip, specifically designed to meet children's learning needs. In January 2024, Xueersi will showcase the newly released Xueersi Flagship Xpad at CES, the world's largest consumer electronics show.

Implementation of MathGPT

In 2023, Xueersi took the lead in initiating the self-development of the MathGPT focusing on training and optimizing AI capabilities in educational and learning scenarios. The Xueersi Flagship Xpad, as the core implementation product of this self-developed large model, has upgraded multiple AI capabilities with the support of the large model, including AI oral calculation correction, essay correction, and personalized step-by-step problem explanation.

3.2.3

Technology Empowers New Methods for Professional Early Childhood Educatio: Mobby Kids' Learning Pad

In May 2023, TAL Education Group, upholding the value concepts of "children love it" and "parents have peace of mind," launched the innovative educational device "Mobby Kids' Learning Pad." The Mobby Kids' Learning Pad leverages Xueersi's professional educational system and high-quality educational content to provide students with comprehensive thinking enlightenment solutions, covering all aspects from knowledge acquisition to skill enhancement. While supporting children's cognitive development, it also ensures that the learning process is engaging and interactive. Additionally, the Mobby Kids' Learning Pad uses paper screen technology to promote interactive learning, reduce children's anxiety during the learning process, and alleviate the pressure on families in early childhood education.

Mobby Kids' Learning Pad

Case: The Mobby Kids' Learning Pad Made Its Debut at CES, Winning the 2024 "TWICE Picks" Award

In January 2024, at the global technology event CES (International Consumer Electronics Show), TAL's Mobby Kids' Learning Pad won the prestigious "TWICE Picks" Award. This signifies that TAL's product innovation in the field of early childhood education has received international professional recognition.

3.2.4

Let Wonderful Content Accompany the Growth of a Generation: Xueersi Smart Learning Content

Based on the vision of "Let wonderful content accompany the growth of a generation," Xueersi Smart Learning Content, leveraging 20 years of content accumulation from TAL Education Group, has launched a series of books that are highly favored by both parents and children. These offerings cover a wide range of product systems, including intelligent educational aids, Chinese reading, preschool enlightenment, English reading, family education, and intelligent small hardware.

In 2023, Xueersi collaborated with renowned content creators in the industry and internationally recognized children's content IPs to launch learning products that are more suitable for children and content formats that are more beloved by them. By leveraging AI and other technological means, Xueersi aims to help children improve their learning efficiency and broaden their cultural horizons, while also providing parents with more convenient and effective child development solutions.

Case: Breaking New Ground with Classic Content, "Mobby Loves Math" has been Completely Upgraded to Help Parents Solve the Challenges of Early Education Tutoring

During the reporting period, "Mobby Loves Math" underwent a comprehensive upgrade based on 16 years of experience as a children's growth brand, providing parents and children with a newly enhanced thinking development program. The new generation of "Mobby Loves Math" introduces innovative thinking learning methods through knowledge explanation, content arrangement, and interaction, offering parents a new option for easily managing early cognitive education.

In the knowledge input phase, we have included members of the Moby family such as Mobby S-level real teachers and Mobby Beans to guide children in exploring the world of thinking. In our product videos, we have incorporated minute-level interactions to constantly capture children's attention, allowing them to fully immerse themselves in thinking learning. Comprehensive learning, practice, and assessment modules enable parents to witness their children's growth and breakthroughs in the field of thinking step by step.

Case: Practicing Thinking Skills Through Detective Stories: "The Great Detective Holmobby" Balances Entertainment and Knowledge

At the end of 2023, we launched "The Great Detective Holmobby." This product features four detective stories that not only unravel mysteries but also cultivate children's mathematical and logical thinking, making it a highly recommended "first detective picture book for children" by many parents. This intelligent book product includes four major logic modules: graphical reasoning, numerical reasoning, verbal reasoning, and everyday life reasoning. By incorporating familiar animated characters like Mobby Beans and Naughty Bugs, along with professional explanations from Detective Mobby in the "Detective Reasoning Club," the product fosters children's spirit of exploration, activates their logical thinking potential, and stimulates their interest in learning.

3.3 Innovation Driving Global Development

TAL Education Group is committed to continuously optimizing its overseas business model, brand recognition, and operational capabilities while creating new business models in technology and content. By establishing overseas branches, we develop curriculum systems that meet the diverse and personalized learning needs of local students. We continuously improve the "Dr. Panda" series of products, helping to cultivate habits and skills that benefit children's lifelong development, contributing wisdom and strength to the global early childhood education industry.

3.3.1 Providing High-Quality Educational Resources for Students Worldwide: Think Academy

Since opening our first overseas branch in Silicon Valley, USA, in 2019, TAL Education Group has continuously advanced its internationalization process. Think Academy, the overseas brand of TAL's subsidiary Xueersi, has expanded its operations to countries and regions including the United States, the United Kingdom, Australia and Southeast Asia. Our efforts have been well-received in these locations, earning a strong reputation for quality education.

As a key strategic business of TAL Education Group, Think Academy embodies an inclusive, pragmatic, and innovative corporate culture while expanding its global operations. Guided by the entrepreneurial spirit of starting from scratch (0 to 1), Think Academy brings together young partners who share a common belief. Driven by mission, they are committed, open, honest, and fully dedicated to providing high-quality educational resources for students worldwide.

Case: Think Academy Exhibits at Penang's Largest Technology and Education Expo

In 2023, invited by "Penang STEM" with the support of the Penang state government, Think Academy participated as a sponsor in the state's largest technology and education expo, "Penang STEM Showcase 2023." At the event, children from Malaysia and other Southeast Asian, South Asian, and Middle Eastern countries enthusiastically participated in the "Online Classroom Mini-Games" at the Think Academy (Xueersi) booth, enjoying the convenience and fun that technology brings to learning.

>> *Penang STEM Showcase 2023 Expo*

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3.3.2 Supporting the Joyful Growth of Children Worldwide: Dr.Panda

Dr. Panda is an educational brand created by TAL Education Group specifically for young children. We invite outstanding content creators from both domestic and international backgrounds to design the content, which includes four main modules: Dr. Panda's Literacy, Dr. Panda Town, Dr. Panda Encyclopedia, and ABC Reading. Currently, Dr. Panda has expanded into over 100 countries, including the United States, Canada, and France, enabling children from various nations to excel and grow through enjoyable games.

Dr. Panda Chinese

Dr. Panda Chinese provides unique, immersive scenarios and fully animated, interactive contents to help children learn about the form and structure of Chinese characters, read Chinese characters correctly, understand the meaning, and develop linguistic and cognitive skills. Through in-depth analysis of Chinese characters in seven steps – recognize, read, write, understand, practice, model, and use, Dr. Panda Chinese covers all aspects of language learning, including listening, speaking, reading, and writing.

ABC Reading

In accordance with the international CCSS standards, ABC Reading adopts a spiral teaching method that deepens understanding progressively. Topics covered include general knowledge, astronomy, geography, history, humanities, flora and fauna, fairy tales, and more. It enables students to accumulate vocabulary and understand contexts through reading, achieving practical application of knowledge.

Dr. Panda Town

Dr. Panda Town is a creative sandbox game where children and teenagers from all over the world can freely play various roles, decorate their own homes, and create all kinds of fun stories. The game features 60 explorable scenes, over 300 game characters and costumes, and more than 400 themed furniture items. This vibrant game world and imaginative gameplay encourage kids to unleash their creativity, explore and create freely, and express themselves boldly with confidence.

DK·Wonder Island

DK·Wonder Island is an encyclopedia knowledge learning app specifically designed for children aged 3-8, authorized by DK Publishing. Our app is developed by leading PhD and postdoctoral teams from both domestic and international backgrounds, ensuring the scientific accuracy and educational value of the content. We focus on fostering comprehensive cognitive and general knowledge development in children, featuring professional certification and assurance, a rigorous and systematic knowledge framework, and an innovative educational model.

Business Modules under Dr. Panda

3.4 Create a Digital and Intelligent Education Ecosystem

Smart learning is a new form of education in the digital age and an inevitable trend in the intelligent development of digital resources and the education industry. TAL Education Group actively explores and accelerates the construction of a new ecosystem for smart learning. By creating the National Open Innovation Platform for Next Generation Artificial Intelligence for smart learning, TAL aims to uncover application scenarios for this platform, providing wisdom and support for the high-quality development of digital education.

3.4.1 Participating in the Construction of National-Level Educational Technology Projects

As a leading enterprise in the educational technology industry, TAL Education Group continuously develops and promotes artificial intelligence and big data technologies. TAL actively participates in the construction of national-level major projects, such as the "National Open Innovation Platform for Next Generation Artificial Intelligence for Smart Learning" and the "Research and Demonstration Application of Key Technologies for Personalized Learning Driven by Educational Big Data." These initiatives aim to promote the deep integration of artificial intelligence with the real economy and support the intelligent upgrading of the education industry.

❯ National Open Innovation Platform for Next Generation Artificial Intelligence for Smart Learning

TAL Education Group is developing and constructing the National Open Innovation Platform for Next Generation Artificial Intelligence for Smart Learning, leveraging the "Next Generation Artificial Intelligence" major project under the National Science and Technology Innovation 2030 initiative. This platform has achieved phased progress in five key areas: common technology systems and platform mechanisms, AI capabilities and data open source and services, open service of smart learning technology solutions, open co-construction of foundational software and hardware systems, and the construction of an open ecosystem for the smart

The Smart Learning Initiative of the National Open Innovation Platform for Next Generation Artificial Intelligence

learning industry. It provides comprehensive smart learning service support, covering all scenarios, processes, and cycles from technology to solutions to industrial applications, for various roles in the education sector including educational institutions, edtech companies, and educators.

Quantitative Results

› By the end of the reporting period, the National Open Innovation Platform for Next Generation Artificial Intelligence for Smart Learning had opened over 200 AI capability projects, more than 20 solutions, and 20 datasets and knowledge graphs to the public.

>200 Projects
■ Open AI Capability Projects

› The platform has covered over 2,800 hours of voice data, more than 500,000 images, and opened over 500 AI courses.

>2,800 Hours
■ Voice Data Covered

› The platform has completed the construction of four foundational smart learning software platforms, with 7,000 users connected.

7,000 Users
■ Users Connected

› The AI University has received more than 1 million visits.

>100 Ten Thousand Person-times
■ Visits of AI University

› The industry alliance has grown to include 350 member organizations.

◎ Research and Demonstration Application of Key Technologies for Personalized Learning Driven by Educational Big Data
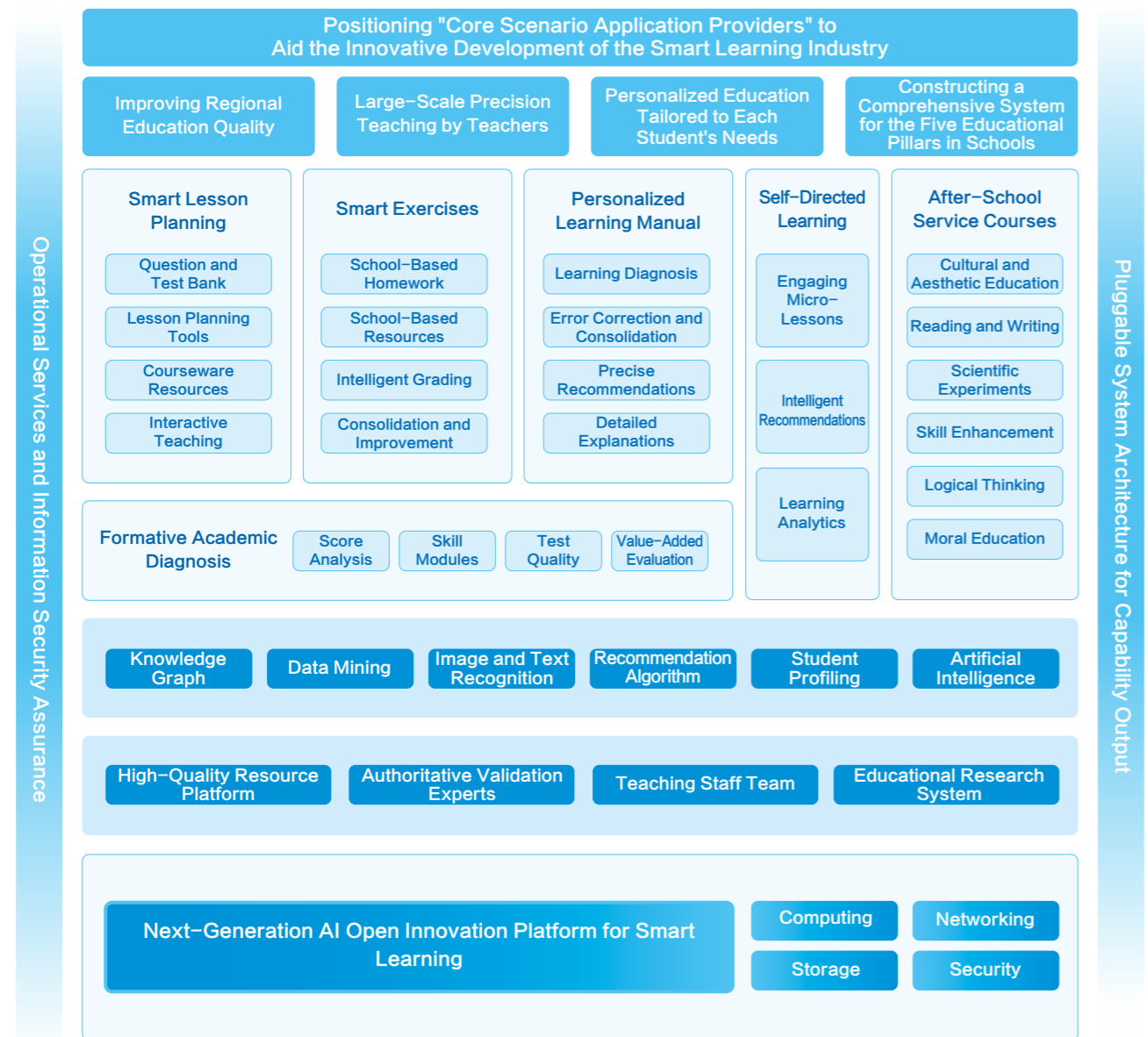
In the notification for the 2023 National Key R&D Program "Social Governance and Smart Society Technology Support" key special projects released by the Ministry of Science and Technology, TAL Education Group, in collaboration with 10 other units, successfully secured approval for the National Key R&D Program project "Research and Demonstration Application of Key Technologies for Personalized Learning Driven by Educational Big Data." In this project, TAL is involved in the research work related to "Data-Driven Online Teaching Platform and Large-Scale Personalized Smart Learning Application Demonstration" for the mathematics subject, including online learning resources, knowledge graphs, algorithms, and large-scale personalized recommendation solutions. The group's CTO, Tian Mi, serves as the task leader. This marks another significant national science and technology project approved for TAL.

Professional Skills	Common Technology Systems and Platform Mechanisms: Participated in the release of 8 standards, including 5 group standards, 2 alliance standards, and 1 national standard
	Initiated 1 group standard titled "Educational Large Model" as the leading organization
	Contributed to the development of 7 other group standards, 2 industry standards, and 2 national standards
	Established 9 open-source mechanisms and guidelines, focusing on themes such as user privacy and data security protection
	Participated in the publication of 3 white papers covering topics related to smart learning technology, content, innovative models, and future directions
Academic Skills	AI Algorithm Models and Capability Development and Open Source: In 2023, 118 new AI capability development projects were initiated
	Educational Scenario Datasets and Knowledge Graph Development and Open Source Tasks: Completed the development and open sourcing of 15 datasets
	Intellectual Property: The platform has produced over 70 top conference papers, more than 80 software copyrights, and over 200 granted invention patents
Practical Skills	Smart Learning Technology Solutions Open Service Platform: Introduced 11 third-party capability providers and provided services to nearly 100 enterprises and schools in 2023
	Smart Learning Foundational Software Platform Construction Tasks: Completed the construction of 4 foundational software and hardware platforms in 2023
	End-to-End Smart Classroom Hardware Solutions: Promoted TAL's Meixiao Dual-Teacher AI Classroom and Smart Exercises solutions, achieving the expected targets
Collaborative Skills	Established the "Governance Committee of the National Open Innovation Platform for Smart Learning" and an Expert Advisory Committee. These committees have formulated open-source policies and platform access mechanisms and management methods for the smart learning open platform, promoting technology and data sharing within the education industry and fostering collaboration among developers and across the industry supply chain
	Developed open standards and mechanisms for the educational artificial intelligence platform, creating technical standards and establishing protocols for security assessment, code testing, contribution evaluation incentives, collaborative development, and ethics

≫ *Outcomes of Exploration in Intelligent Learning Service*

3.4.2 Scenario One in the Digital and Intelligent Education Ecosystem: Smart Learning

Smart Exercises applies intelligent technology to homework design and management. By deeply utilizing big data from homework scenarios, it not only helps improve teachers' information literacy and supports them in conducting homework research activities and enhancing their homework design capabilities, but also assists teachers in implementing differentiated, flexible, and personalized assignments. This promotes the personalized development of students.

Operational Services and Information Security Assurance

Positioning "Core Scenario Application Providers" to Aid the Innovative Development of the Smart Learning Industry

- Improving Regional Education Quality
- Large-Scale Precision Teaching by Teachers
- Personalized Education Tailored to Each Student's Needs
- Constructing a Comprehensive System for the Five Educational Pillars in Schools

Smart Lesson Planning
- Question and Test Bank
- Lesson Planning Tools
- Courseware Resources
- Interactive Teaching

Smart Exercises
- School-Based Homework
- School-Based Resources
- Intelligent Grading
- Consolidation and Improvement

Personalized Learning Manual
- Learning Diagnosis
- Error Correction and Consolidation
- Precise Recommendations
- Detailed Explanations

Self-Directed Learning
- Engaging Micro-Lessons
- Intelligent Recommendations
- Learning Analytics

After-School Service Courses
- Cultural and Aesthetic Education
- Reading and Writing
- Scientific Experiments
- Skill Enhancement
- Logical Thinking
- Moral Education

Formative Academic Diagnosis
- Score Analysis
- Skill Modules
- Test Quality
- Value-Added Evaluation

- Knowledge Graph
- Data Mining
- Image and Text Recognition
- Recommendation Algorithm
- Student Profiling
- Artificial Intelligence

- High-Quality Resource Platform
- Authoritative Validation Experts
- Teaching Staff Team
- Educational Research System

Next-Generation AI Open Innovation Platform for Smart Learning
- Computing
- Networking
- Storage
- Security

Pluggable System Architecture for Capability Output

>> *Comprehensive Solution of Smart Learning*

Key Achievements

TAL's Comprehensive Smart Exercises Solution was selected as a typical case of AI industry empowerment in Beijing (2023)

TAL Smart Exercises, as the sole representative case in the "AI + Education" direction, has been selected as a typical case of AI integration development and security application in the "Empowering Hundreds of Industries with Intelligence" 2023 initiative

TAL Smart Exercises has been included in the "Beijing Internet 3.0 Application Scenario Research Report."

Case: Beijing Haidian District Student Academic Diagnosis Platform

In May 2023, the TAL Smart Learning team delved into Haidian Teachers' Training School and utilized their professional educational technology software development capabilities to create the Haidian District Student Academic Diagnosis Platform, covering all middle and high schools in Haidian. At the same time, the Smart Exercises solution was implemented in several benchmark schools, forming a district-school dual-level data-driven approach for precise teaching and in-depth educational research.

Dynamic Tracking of Teaching Issues

The entire district and each school further implement a three-tier feedback mechanism of "region-subject-school" and establish a problem tracking mechanism to achieve personalized tracking and improvement of teaching issues. Additionally, dynamic association with historical unified test data is realized to further guide the enhancement and efficiency of teaching.

The Analysis Model Covers Multi-level Personalized Needs

An analysis model is formed at different levels, such as region, school, and class, providing a multidimensional analysis of core subject competencies and creating a comprehensive multidimensional profile of students. At the same time, it meets the personalized teaching research needs of each teacher, supporting tailored instruction and ensuring that every student can succeed.

Scaled Application of Analysis Results

The platform establishes a comprehensive four-in-one academic evaluation system, accumulates excellent analysis cases, and enhances teachers' data literacy. It meets the special needs of regional academic analysis and ensures that analysis results are promptly delivered to users at all levels.

*Haidian District Student Academic Diagnosis Platform*

3.4.3   Scenario TWO in the Digital and Intelligent Education Ecosystem: M School

M School continues to invest in innovation, combining TAL's twenty years of educational products, technology, and experience to provide comprehensive, all-scenario, full-process, and full-cycle technical solutions and service support. These offerings are aimed at educational institutions, education professionals, educational enterprises and organizations, as well as medium and large enterprises. The goal is to promote the transformation and upgrading of the education industry and to build a symbiotic and mutually beneficial smart learning open ecosystem.

Currently, M School has developed solutions such as WECLASS and the AI Open Platform to enhance online teaching scenarios, making teaching more professional, classrooms more engaging, and learning more effective.

Case: WECLASS Online Education Platform

WECLASS, as a professional online education platform under M School, not only offers diverse online classrooms and flexible, efficient interactive formats but also provides a vast array of digital content and lesson preparation tools from TAL. In addition, the platform includes services for online enrollment, seminar after-school services, and academic administration, offering a comprehensive "full-cycle teaching management" solution for professional online classrooms and operational management. Currently, WECLASS has reached over 330 cities worldwide, serving more than 9,000 educational institutions and over 4 million teachers and students, with total online teaching hours exceeding 100 million.
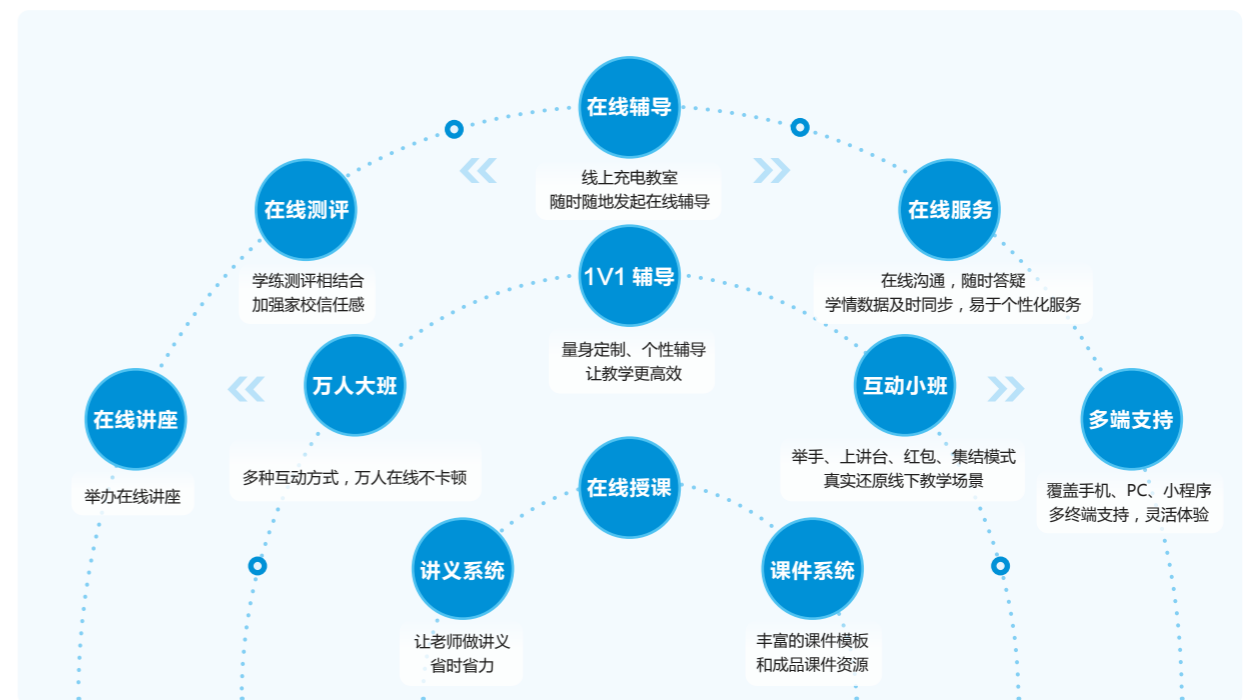
WECLASS Ecosystem Map

Case: AI Open Platform

The TAL AI Open Platform covers all teaching aspects, including preparation, teaching, practice, testing, evaluation, and management, from three perspectives: technology, solutions, and industrialization services. It boasts over 170 AI capabilities in areas such as intelligent voice interaction, visual intelligence, text recognition, and natural language processing. The platform provides various personalized AI solutions such as photo-based problem search, intelligent assessment, general educational OCR, teaching management, and annotation systems.

To date, the TAL AI team has won numerous top awards in prestigious academic conferences and competitions both domestically and internationally. They have secured 16 championships and 6 runner-up positions in various top-tier academic conference competitions.

>> Awards and Achievements of the TAL AI Team

3.4.4　Strengthening Collaboration and Exchange in the Digital Intelligence Education Industry

TAL Education Group is continuously making efforts in technological innovation fields such as artificial intelligence and big data. The company actively participates in industry association exchanges and discussions, contributes to the formulation of industry standards, deepens the collaboration mechanism between industry, academia, and research, leverages its technological and resource advantages, and continuously strengthens the comprehensive cooperation across the entire education technology industry chain.

● Participation in Associations Related to Technological Innovation

As of the end of the reporting period, we have joined the Sub-Committee on Educational Technology of the National Information Technology Standardization Technical Committee, the China Artificial Intelligence Industry Development Alliance, the Beijing Association for the Promotion of Science and Technology Education, and the Beijing Artificial Intelligence Industry Alliance. These memberships promote exchange and cooperation among peer institutions in industries such as artificial intelligence and educational technology, fostering an efficient and innovative industry ecosystem.

Participation in Associations Related to Technological Innovation

Associations / Alliances	Membership Status
Sub-Committee on Educational Technology of the National Information Technology Standardization Technical Committee	Member
Sub-Committee on Artificial Intelligence of the National Information Technology Standardization Technical Committee	Member
China Artificial Intelligence Industry Development Alliance	Member
China Industry-University-Research Institute Collaboration Association	Standing Director
Beijing Association for the Promotion of Science and Technology Education	Standing Director
Beijing Artificial Intelligence Industry Alliance	Deputy Director
Zhongguancun Digital Intelligence Artificial Intelligence Industry Alliance	Deputy Chairman
Beijing Youth Science and Technology Education Association	Director
Professional Committee of Training and Education of the China Association for Non-Government Education	Vice Chairman Unit
Professional Committee of Science Education of the China Association for Non-Government Education	Vice Chairman Unit

● Formulation of Industry Standards for Technological Innovation

TAL Education Group is promoting the win-win development of user privacy and commercial value by establishing technical standards in technological innovation and artificial intelligence, and formulating agreements on safety evaluation, code testing, contribution assessment incentives, collaborative research and development, and ethics.

Case: As the leading unit, we are drafting the "Educational Large Model Standards"

In 2023, TAL Education Group and other leading research institutions, universities, and enterprises jointly developed a series of large model standards. As the leading unit, TAL Education Group drafted the "Educational Large Model Standards." These standards provide comprehensive references and guidance for the application and implementation of large models in education.

Formulation of Technology–Related Standards	Authorities
Security Requirements for Live Streaming Online Teaching Platforms	Ministry of Education of the People's Republic of China
Interface for Artificial Intelligence Audio, Video, and Image Analysis Algorithms	Ministry of Education of the People's Republic of China
Specifications for Virtual/Augmented Reality Content Production Processes	Ministry of Industry and Information Technology of the People's Republic of China
Testing Methods for Multimedia Learning Terminals	National Audio, Video, and Multimedia Systems and Equipment Standardization Technical Committee
Technical Requirements for Multimedia Learning Terminals	National Audio, Video, and Multimedia Systems and Equipment Standardization Technical Committee
General Technical Specifications for Intelligent Recording Devices	National Audio, Video, and Multimedia Systems and Equipment Standardization Technical Committee
Interface Requirements for Video Cloud Storage Systems	National Audio, Video, and Multimedia Systems and Equipment Standardization Technical Committee
Testing Methods for Video Cloud Storage Systems	National Audio, Video, and Multimedia Systems and Equipment Standardization Technical Committee
Guidelines for Internet Development for Minors Based on Artificial Intelligence Technology	China Federation of Internet Societies
Management System for Online Protection of Minors by Internet Enterprises	Internet Society of China
Functional Requirements and Testing Methods for Dictionary Pens	Internet Society of China
General Functional Requirements and Testing Methods for Artificial Intelligence Machine Learning Platforms	China Academy of Information and Communications Technology (CAICT)
Evaluation System for Explainability of Artificial Intelligence	China Academy of Information and Communications Technology (CAICT)
Standards for Large Models—Model Applications	China Academy of Information and Communications Technology (CAICT)
Standards for Large Models—Security and Trustworthiness	China Academy of Information and Communications Technology (CAICT)
Technical Specifications for Child Companion Robots	China Academy of Information and Communications Technology (CAICT)
General-Purpose Artificial Intelligence Models for Education—Part 1: Overall Framework	Shanghai Artificial Intelligence Industry Association
General-Purpose Artificial Intelligence Models for Education—Part 2: Information Model	Shanghai Artificial Intelligence Industry Association
General-Purpose Artificial Intelligence Models for Education—Part 3: Data Specifications	Shanghai Artificial Intelligence Industry Association
General-Purpose Artificial Intelligence Models for Education—Part 4: Evaluation Specifications	Shanghai Artificial Intelligence Industry Association
The Technical Specifications for Companion Robots for Children	Shenzhen 8K Ultra High Definition Video Industry Alliance
The Data Middle Platform Capability Maturity Model - Data Development	China Communications Standards Association (CCSA)
Technical and Application Evaluation Methods for Large-Scale Pre-trained Models Part 3: Model Operations	China Artificial Intelligence Industry Development Alliance
Technical and Application Evaluation Methods for Large-Scale Pre-trained Models Part 4: Model Applications	China Artificial Intelligence Industry Development Alliance

Industry–University–Research Collaboration

TAL Education Group actively responds to the government's call for industry-university-research collaboration. Focusing on current industrial development priorities, TAL has proactively engaged in partnerships with universities and research institutions to bridge the gap between market needs and scientific research. During the reporting period, TAL was awarded the "2023 China Industry-University-Research Cooperation Innovation and Promotion Award" by the China Industry-University-Research Cooperation Promotion Association, which is the highest honor for collaborative innovation in China's industry-university-research sector.

2023 China Industry-University-Research Cooperation Innovation and Promotion Award

Case: Jinan University – TAL Education Group: Key Technologies and Applications of Personalized Learning Systems Inspired by Psychometric Theories

TAL Education Group and Jinan University have jointly researched and explored key technologies and applications of personalized learning systems inspired by psychometric theories (hereinafter referred to as "personalized learning systems"). This project was not only selected as an excellent case by the Guangdong Provincial Department of Science and Technology in 2023, representing Guangdong Province's digital practice applications at the 7th World Intelligence Congress, but also included in the National Natural Science Foundation's General Program "Research and Application of AI Adaptive Online Education Methods." Additionally, a paper based on this research was accepted by the top-tier conference in the field of deep learning, the International Conference on Learning Representations (ICLR 2023).

In terms of application outcomes, the model has been successfully deployed on TAL Education Group's Think Academy overseas self-study platform. The current user base for this application exceeds 20,000 users, with users contributing over 8.74 million answer behaviors, initiating nearly 700,000 practice sessions, and starting over 200,000 mock exams. Additionally, the collaborative project outcomes have provided a research foundation and support for the continued cooperation on the Ministry of Science and Technology's key R&D project titled "Research on Intelligent Assessment of Teaching Ability and Precision Teaching Assistance Technologies for Teachers in Rural Areas."

4. Quality Future, Providing High-quality Products and Services

Image by Freepik

Education is the foundation of everything and the driving force behind social progress and development. TAL Education Group adheres to the value of "Customer-centric" by creating high-quality and diverse educational products, TAL strives to provide all students with high-quality educational services, promoting educational equity and accessibility.

Material ESG Issues Applicable in This Chapter

- Product Safety and Quality
- Privacy and Data Security

SDGs Applicable in This Chapter

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

4.1 Control Product Quality

TAL Education Group strictly adheres to the "Consumer Protection Law of the People's Republic of China," the "Product Quality Law of the People's Republic of China," the "Implementation Regulations for the Consumer Protection Law of the People's Republic of China," and other relevant laws and regulations in China and the countries where it operates. The company rigorously controls the quality of its products and services, continuously providing users with higher-level products and services, and helping more students achieve equitable and high-quality education.

4.1.1 Product Quality Management

TAL Education Group establishes long-term and stable cooperative relationships with third-party suppliers. Suppliers with professional qualifications are responsible for the product manufacturing process, while TAL is responsible for product development and brand building. During the bidding and selection process for book paper and printing suppliers, as well as learning device ODM suppliers, we ensure that all suppliers are ISO quality management system certified. Under this model, suppliers first conduct the initial quality monitoring and management of the products. Additionally, we establish strict quality supervision processes by formulating product inspection standards and quality management procedures, conducting regular on-site audits of suppliers, and carrying out finished product inspections. Through these measures, we actively supervise and implement the quality management work of suppliers to jointly ensure product quality.

Quality Management of Xueersi Xpad

TAL Education Group is committed to integrating quality management into the product lifecycle process. In the product design phase, we actively participate in the formulation of industry standards related to products, such as the "Technical Specifications for Smart Learning Devices" and "Technical Requirements for Multimedia Learning Terminals," ensuring quality standards are controlled from the early design stages. During the product manufacturing phase, we strictly implement supplier onboarding processes and prioritize cooperation with suppliers that have comprehensive quality management systems. In the product inspection phase, we have established product quality inspection systems such as the "TAL Learning Tablet Comprehensive Inspection Standards." This creates a full-process quality management system for smart hardware products that covers R&D quality, material quality, and production quality.

During the design and development process of smart hardware products, the company conducts Engineering Verification Tests (EVT), Design Verification Tests (DVT), and Production Verification Tests (PVT), and produces corresponding reports to comprehensively ensure quality assurance throughout the design and development process.

In the mass production process of smart hardware products, the company implements Incoming Quality Control (IQC), Product Quality Control(PQC), Outgoing Quality Control (OQC), and On-going Reliability Tests (ORT) to comprehensively ensure production quality and shipping quality during mass production.

Quality Inspection Phase for Smart Hardware Products	Design and Development Phase for Smart Hardware Products			The Mass Production Stage of Smart Hardware Products		
	Engineering Verification Test, EVT	Design Verification Test, DVT	Production Verification Test, PVT	Incoming Quality Control, IQC	production process monitoring	Outgoing Quality Control (OQC), and On-going Reliability Tests (ORT)
The Output	Whole System Reliability Test Report	• Whole System Hardware Test Report • Whole System Software Test Report	• Trial Production Summary Report • Technical Review (TR)	IQC Incoming Material Inspection Report	Daily Production Report	• OQC Outgoing Shipment Sampling Daily Report for Mass Production • ORT (Ongoing Reliability Test) Report

⟫ *Quality Inspection Process for TAL Education Group's Smart Hardware Products*

Quantitative Results

› During the reporting period, the batch quality inspection coverage rate for TAL Education Group's Xpad was 100%. Among these, the OQC outgoing shipment sampling batch inspection pass rate exceeded 98%.

› As of the end of the reporting period, 100% of TAL Education Group's Xpad ODM suppliers held ISO 9001 quality management system certification, fully ensuring the quality management processes in product production.

⊙ Book Product Quality Management

TAL Education Group has established a comprehensive book review and quality inspection mechanism, formulating regulations such as the "Book Quality Management Regulations" that cover typesetting, review, and proofreading processes and standards. This continuously improves the norms of the editing and publishing process. Among these, the book quality inspection stage acts as the final procedure before printing, ensuring the overall quality of the book's editing and proofreading.We have divided the book quality inspection work into three steps: in-process inspection, final inspection, and finished product re-inspection. These steps are designed to prevent non-compliant books from entering the market.
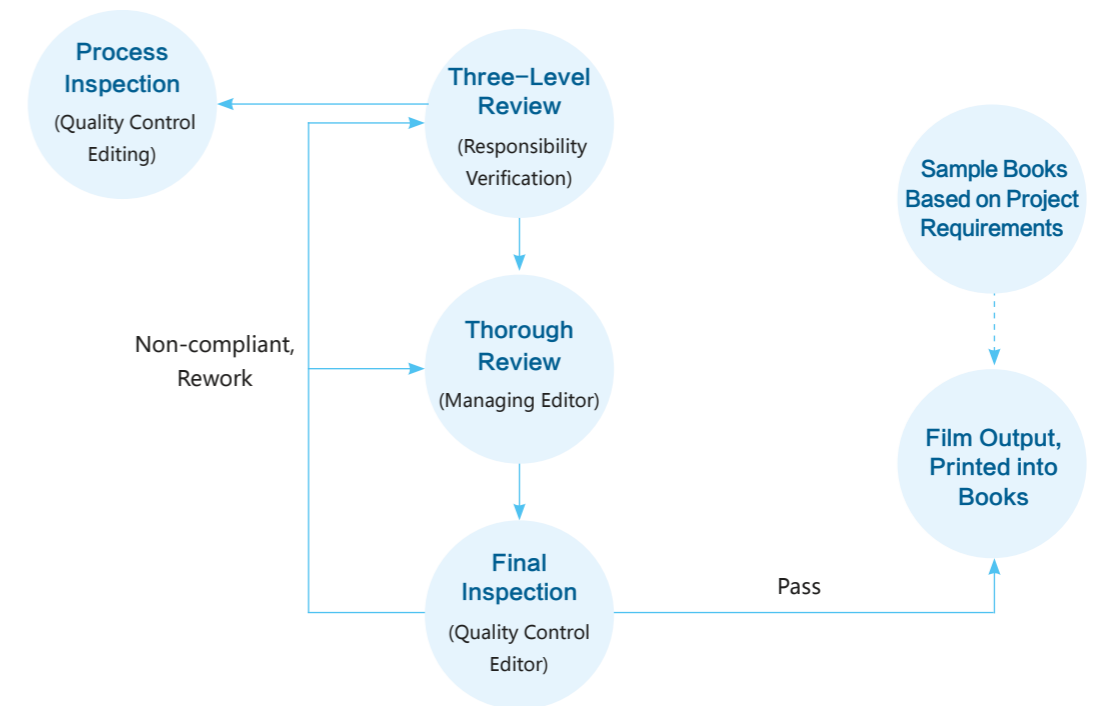
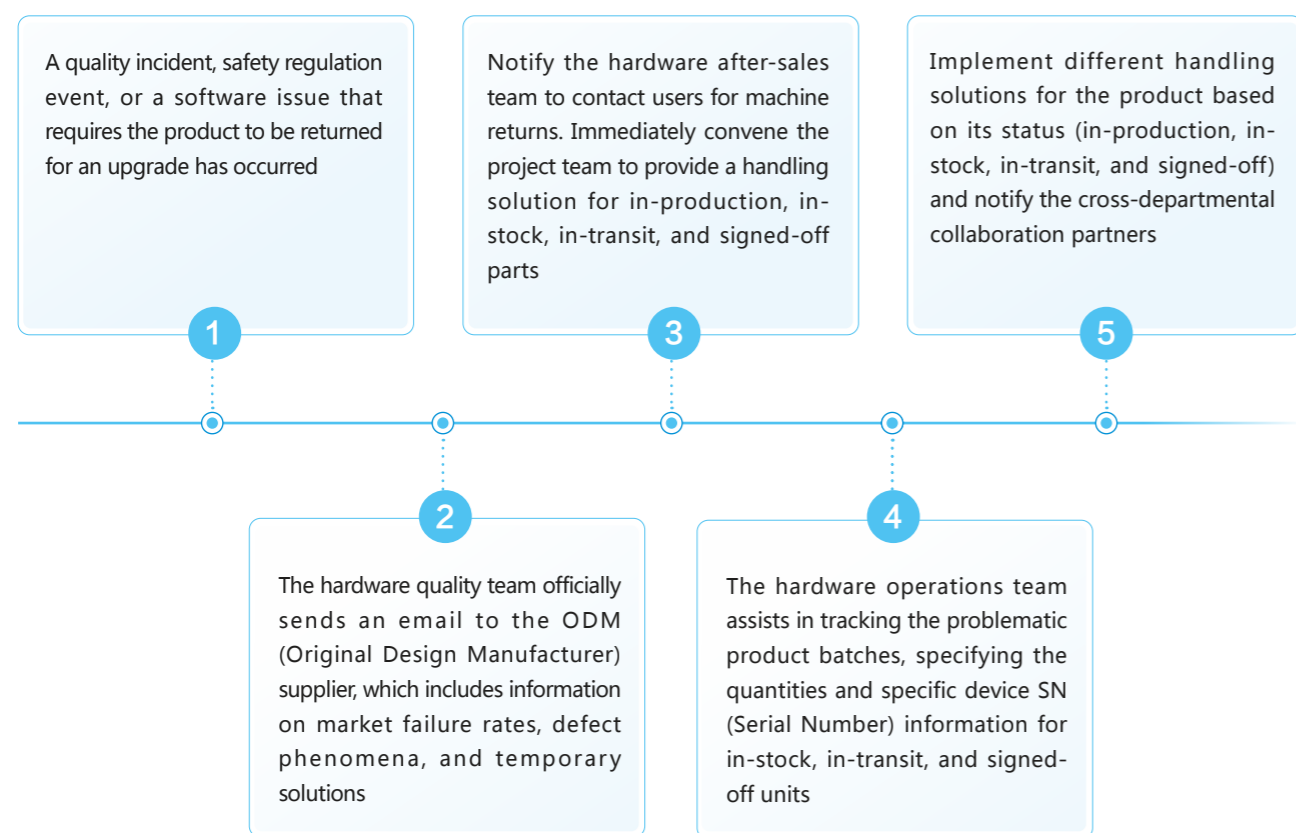⟫ *Book quality inspection workflow*

Quantitative Results

› During the reporting period, the batch quality inspection coverage rate for all product lines of TAL Education Group's books was 100%;

› As of the end of the reporting period, the ISO 9001 quality management system certification coverage rate for paper and printing suppliers of TAL Education Group's books was 100%.

100% ■ Batch Quality Inspection Coverage Rate

100% ■ Quality Management System Certification Coverage Rate

4.1.2   Product Recall Management

TAL Education Group continuously builds and improves its product recall management system to enhance its response capability to sudden product safety incidents and protect consumer rights. We have established the "Hardware Product Recall Process" and have preliminarily drafted the "Book and Smart Terminal Product Recall Management Measures." In the event of a product safety incident, relevant departments will be required to carry out product recall work according to the system. Employees who deliberately conceal defect information or refuse to recall products, resulting in major quality and safety incidents, will face internal actions such as internal notifications, fines, and demotions, thereby effectively safeguarding the company's product reputation.

1 A quality incident, safety regulation event, or a software issue that requires the product to be returned for an upgrade has occurred

3 Notify the hardware after-sales team to contact users for machine returns. Immediately convene the project team to provide a handling solution for in-production, in-stock, in-transit, and signed-off parts

5 Implement different handling solutions for the product based on its status (in-production, in-stock, in-transit, and signed-off) and notify the cross-departmental collaboration partners

2 The hardware quality team officially sends an email to the ODM (Original Design Manufacturer) supplier, which includes information on market failure rates, defect phenomena, and temporary solutions

4 The hardware operations team assists in tracking the problematic product batches, specifying the quantities and specific device SN (Serial Number) information for in-stock, in-transit, and signed-off units

》 *The Process for Hardware Product Recalls at TAL Education Group*

Quantitative Results

In the fiscal year 2024, the company experienced zero product recall incidents.

0 Incidents

■ Product Recall Incidents
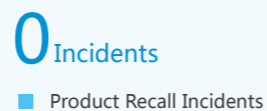
4.1.3   Building a Quality Culture

TAL Education Group actively fosters a mutually beneficial and trusting relationship with its suppliers, striving to provide necessary support and resources. The company is dedicated to collaborating with suppliers to achieve stable and continuous product quality improvement. In the fiscal year 2024, TAL Education Group conducted training sessions for suppliers on internal procedures such as the "Supplier Product Change Management Procedure." Additionally, the company hosted a supplier conference to discuss quality management standards and processes. During this conference, they also followed up on and implemented corrective actions for issues identified during product quality inspections.

》 *TAL Education Group Supplier Conference*

About TAL Education Group

Chair's Message

ESG Governance

Protect the Planet

Vital Future, Supporting Employee Growth

Innovate for the Future, Driving Educational Advancement

Quality Future, Providing High-quality Products and Services

Share the Future, Build a Better Society Together

Integrity for the Future, Upholding the Compliance Bottom Line

ESG Key Performance Indicators Sheet

Report Indicator Index

4.2 TAL Education Group Supplier Conference

TAL Education Group upholds the mission of providing excellent service to every customer, actively safeguarding their legal rights, ensuring open communication channels, and strengthening interactions and connections with customers. The company continuously strives to enhance customer satisfaction.

4.2.1   Customer Service Management

Guided by the goal of meeting diverse customer needs, TAL Education Group has established a comprehensive customer service system across various business lines. The company conducts high-quality customer communication and relationship maintenance to help identify key areas for improving product quality and service levels, thereby continuously optimizing customer service.

❯ Xueersi Suyang

In the service process, Xueersi Suyang fully considers the individual needs of customers and provides enthusiastic, professional, and differentiated services based on these needs. Before the class, we warmly receive customers and carefully explain the product design and experience plans. During the class, we pay close attention to the details of the students' learning experiences. After the class, we prioritize the safety of our students, creating a safe, clean, comfortable, and warm learning environment for both students and parents.

Product Experience				Purchase		Use		Customer Service		
Confirm on Needs	Align with Product Development	Online Experience	Offline Experience	Place an Order and Make Payment	Receipt of Items	Weekly Use	Service Feedback	Daily Service	Return and Exchange	Feedback Survey
Product Planning		Intuitive Product Experience		One-stop Delivery		Features and Contents are Aligned with User Needs		Quick Response; Refund Available Anytime; Survey; Problem-solving; Feedback		
Meet User Needs and Develop a Personalized Plan				Intelligent Operations		High-value Product		Systematic Customer Service		
Professional Solutions				Data−driven				Value Creation		

❯❯ *Xueersi Suyang User Full Lifecycle Service Care Measures*

❯ Xueersi Online School

Xueersi Online School places user experience at the core of its operations. Through an excellent professional service team and multi-channel service methods, the school continuously refines its service capabilities in multiple dimensions, striving to provide users with the most relaxed and convenient service. In the fiscal year 2024, Xueersi Online School focused on detailed research into the user lifecycle and optimization of user service request pathways to further enhance the user experience.

Detailed Research on User Lifecycle	By breaking down the user lifecycle, we have quantitatively analyzed the complexity of service requests and defined the effort required for user service requests. We aim to reduce user effort by focusing on aspects such as service timeliness, service satisfaction, service cycle, and service pathways.
Optimization of User Service Request Chain	We have deconstructed and optimized the pathways for user service requests. By restructuring the internal organizational responsibilities and clearly defining departmental roles, we have significantly shortened the user service request pathways. Through a one-stop, closed-loop service experience, we avoid subjecting users to complex handling involving multiple channels, pathways, and personnel. This approach enhances the efficiency of resolving user issues.

Quantitative Results

In the fiscal year 2024, approximately 90% of user service requests will be resolved within 24 hours, with a 100% coverage rate in user satisfaction surveys.

100%
■ User Satisfaction Surveys Coverage Rate

❯ Xueersi Xpad

The Xueersi Xpad is centered around the core service philosophy of "everything starts with the user." It is dedicated to providing a seamless, convenient, smooth, and customized experience throughout the entire product lifecycle, including purchasing, usage, maintenance, and upgrades. To achieve this, Xueersi Xpad offers a comprehensive customer service experience that covers pre-sales consultation, technical support, and after-sales service. Every customer who purchases the product will receive one-on-one service from a dedicated customer representative to ensure personalized and meticulous care throughout the entire purchasing process. Through carefully designed service channels and a tiered service structure, Xueersi Xpad ensures that every interaction meets customers' expectations and needs. Additionally, it continuously optimizes its service strategies to ensure that our customers enjoy the most cutting-edge and convenient service experience.

4.2.2 Customer Feedback and Response

TAL Education Group has established comprehensive customer communication channels and continuously improves its complaint handling mechanisms and service manuals to guide customer service representatives in delivering high-quality work. Upon receiving a complaint, customer service representatives categorize the complaint and promptly forward it to the relevant departments, striving to provide customers with satisfactory solutions.

Xueersi Suyang

Xueersi Suyang has not only established a tiered response mechanism for handling customer complaints to efficiently and quickly resolve user issues but also regularly conducts analysis of user complaints and needs. Based on these analyses, Xueersi continually refines and improves its internal product development system, striving to offer products and services that better meet user needs.
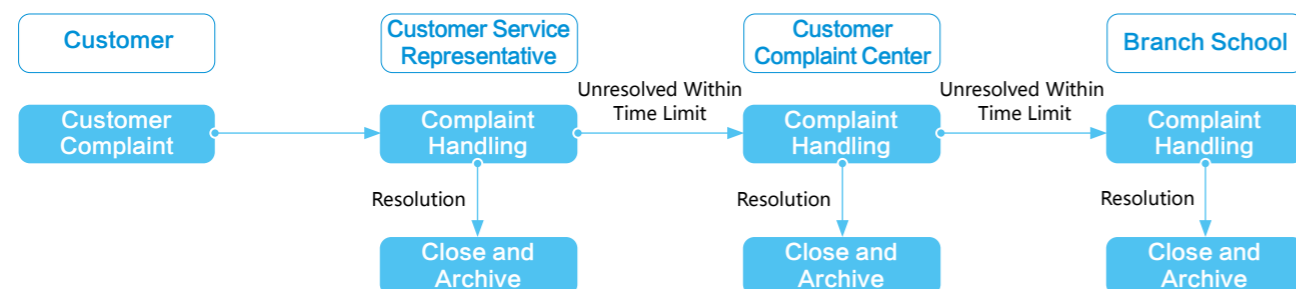
Customer Complaint Handling Flowchart of Xueersi Suyang

Case: Xueersi Suyang Customer Service Department Hosts Knowledge Competition for Business Skill Contest
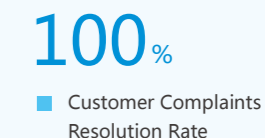
To continuously enhance the professionalism of customer service, Xueersi Suyang conducts a knowledge competition for the entire customer service department every six months. This engaging approach aims to boost the enthusiasm for self-directed learning among team members and foster a positive learning environment. Through this "learning by competition" process, customer service employees become more familiar with the operations of various branch schools, thereby improving the overall service quality.

Group Photo of Knowledge Competition Participants

Quantitative Results

In the fiscal year 2024, Xueersi Suyang handled 3,842 customer complaints with a resolution rate of 100%.

100%
■ Customer Complaints Resolution Rate

Xueersi Online School

Xueersi Online School adheres to the service philosophy of putting users first. By leveraging an excellent professional service team and multi-channel service methods, it continuously enhances its service capabilities in multiple dimensions to provide users with a high-quality service experience. In the fiscal year 2024, Xueersi Online School aims to improve the speed and quality of customer feedback and response in three areas: hotline services, e-commerce services, and customer service training, effectively safeguarding customer rights.

Hotline Services	• Proactive User Outreach:Establish a professional team to proactively reach out to users at appropriate times, providing care, addressing user inquiries, and preemptively resolving potential issues users may encounter. • Intelligent Service Module: Combine intelligent systems with human support to provide users with rapid service, significantly improving service efficiency and ensuring 24/7 continuous assistance throughout the year.
E-commerce Services	• Service Efficiency Improvement: Deeply optimize and enhance the service system to provide users with targeted solutions, continuously refine service processes, and improve efficiency and user experience. • Service Reputation Enhancement: Develop a comprehensive service assurance system tailored to the e-commerce model, creating differentiated service processes and solutions for various scenarios to protect user interests comprehensively.
Customer Service Training	• Shared Learning Channels: Focus on internal personnel development by establishing growth pathways, ensuring the orderly implementation of product and business knowledge, and enhancing team capabilities. • Ensuring User Experience: Closely monitor and address high-risk customer complaints, conduct continuous reviews and summaries, adjust and optimize service processes, establish user rights protection mechanisms, and align emergency complaint handling procedures.

Quantitative Results

> During the reporting period, 94% of users expressed recognition and satisfaction with the e-commerce services;

> A total of over 40 business training sessions and special empowerment training activities for reserve cadres were organized, covering more than 350 participants.

94%
■ Recognition and Satisfaction Rate
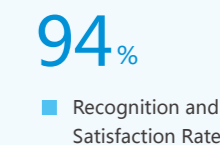
> **Xueersi Xpad**

The Xueersi Xpad focuses on providing customers with a comprehensive communication experience. We have established a complete complaint handling process and monitoring mechanism. Through channels such as customer service hotlines, real-time online chat systems, and WeChat public platforms, we offer uninterrupted professional support to customers from 7:00 AM to 12:00 midnight daily. For high-risk complaints, we respond and follow up within 30 minutes to ensure that customer inquiries receive timely and effective assistance. Additionally, by deploying intelligent robots, we have implemented self-service functions that effectively improve service efficiency.

| 4.2.3 | Customer Satisfaction Survey |

TAL Education Group adheres to the philosophy of putting users first and regards customers as important stakeholders, continuously striving to improve customer satisfaction. To further meet customer needs and enhance product quality, various business lines regularly conduct customer satisfaction surveys and Net Promoter Score (NPS) surveys through multiple channels. This allows for a deep understanding of customers' opinions and suggestions regarding products, services, and experiences, providing insights and references for the R&D and quality management departments to optimize and upgrade products.

> **Xueersi Suyang**

To better enhance campus operations and service levels, Xueersi Suyang conducts customer satisfaction surveys at the end of each month to deeply understand customer issues and suggestions from both advisor and campus perspectives. Additionally, Xueersi Suyang regularly conducts NPS (Net Promoter Score) surveys to gather feedback from branch users on their experiences with scientific thinking and humanities creation, identifying highlights and areas for improvement. This provides references for the full-chain optimization of literacy business. In the fiscal year 2024, Xueersi Suyang conducted NPS surveys on long-term literacy class users enrolled in the T1 branches for the fall of 2023 across five dimensions: learning outcomes, teacher instruction, course content, campus environment, and campus staff service. A total of 4,807 valid questionnaires were collected, and one-on-one qualitative interviews were conducted with 40 users.

> **Xueersi Online School**

Xueersi Online School places great importance on using NPS (Net Promoter Score) surveys to measure whether products meet customer needs and convey product value. Xueersi Online School conducts NPS surveys not only during winter and summer vacations, spring and fall semesters, and mid-course periods but also targets new users, service quality, products, and service personnel through general modules. This comprehensive approach aims to fully understand user needs and opinions, continuously improving products and services.

> **Xueersi Xpad**

The Xueersi Xpad uses key performance indicators such as Customer Experience Optimization (CPO), Customer Satisfaction (CSat), and Voice of the Customer (VOC) to monitor and analyze service quality in real time. Additionally, the Xueersi Xpad conducts periodic NPS (Net Promoter Score) surveys covering all aspects of customer purchase, usage, and after-sales service to gain deep insights into customers' real needs. Based on the survey results, the Xueersi Xpad identifies key areas for improvement and takes targeted measures to optimize products and services, thereby enhancing customer satisfaction.

4.3 Privacy Protection and Data Security

TAL Education Group continuously improves its privacy and data security management system to create reliable educational products and provide the best customer experience. Each of our APP products features a public and transparent privacy policy, along with a comprehensive security management system and monitoring mechanism. This ensures the safety of data at every stage, from collection, storage, processing, and transmission to destruction.

Image by Freepik

| 4.3.1 | Information Security and Privacy Management |

Digital technology is profoundly transforming the economic and social landscape, with rapid advancements in industrial digitalization across various sectors. A robust information security management system is crucial for the digital development and business model transformation of enterprises. TAL Education Group continuously improves its information security management framework and policies. Through measures such as third-party certifications, regular privacy compliance checks, and the implementation of security hardening processes, we strengthen information security management and effectively reduce information security risks for both users and the group.

Governance Structure

TAL Education Group has established a Security and Privacy Management Committee as the highest management body for the Information Security Management System (ISMS) and the Privacy Information Management System (PIMS). This committee is responsible for decision-making related to system management and optimization. The committee is chaired by the Group's Chief Technology Officer (CTO) and includes representatives from management, members of the security and privacy management project team, as well as heads of various business and functional departments. The committee is responsible for appointing the head of the security department as the representative of system management. Additionally, it has established a Security and Privacy Management Project Team and a Security and Privacy Working Project Team to promote the efficient operation of the information security compliance system, ensuring effective information security and privacy protection efforts.
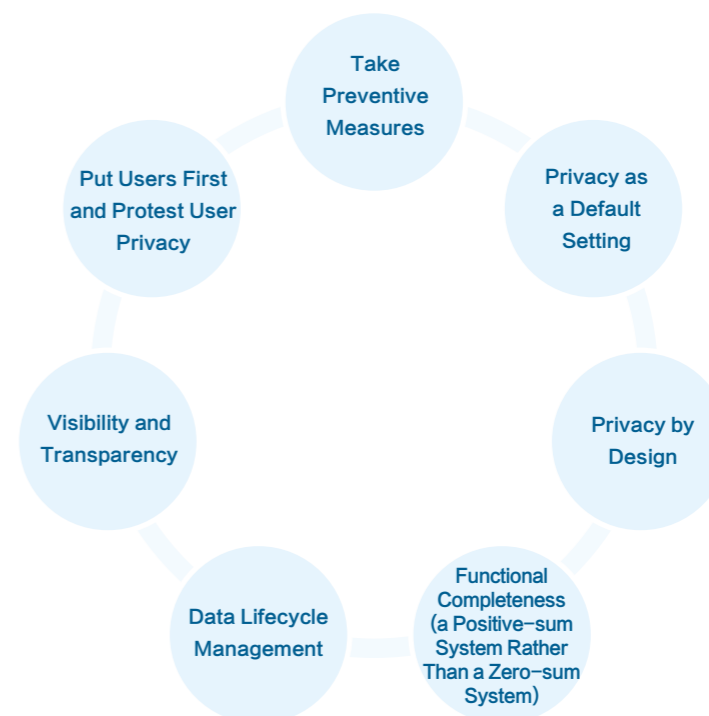
The Information Security and Privacy Management Committee

Representative of the System Supervisors

The Information Security and Privacy Management Projec tTeam

The Information Security and Privacy Work Group

Middle Platform – the Information Security Department

Legal Affairs Department

Middle Platform

Functions
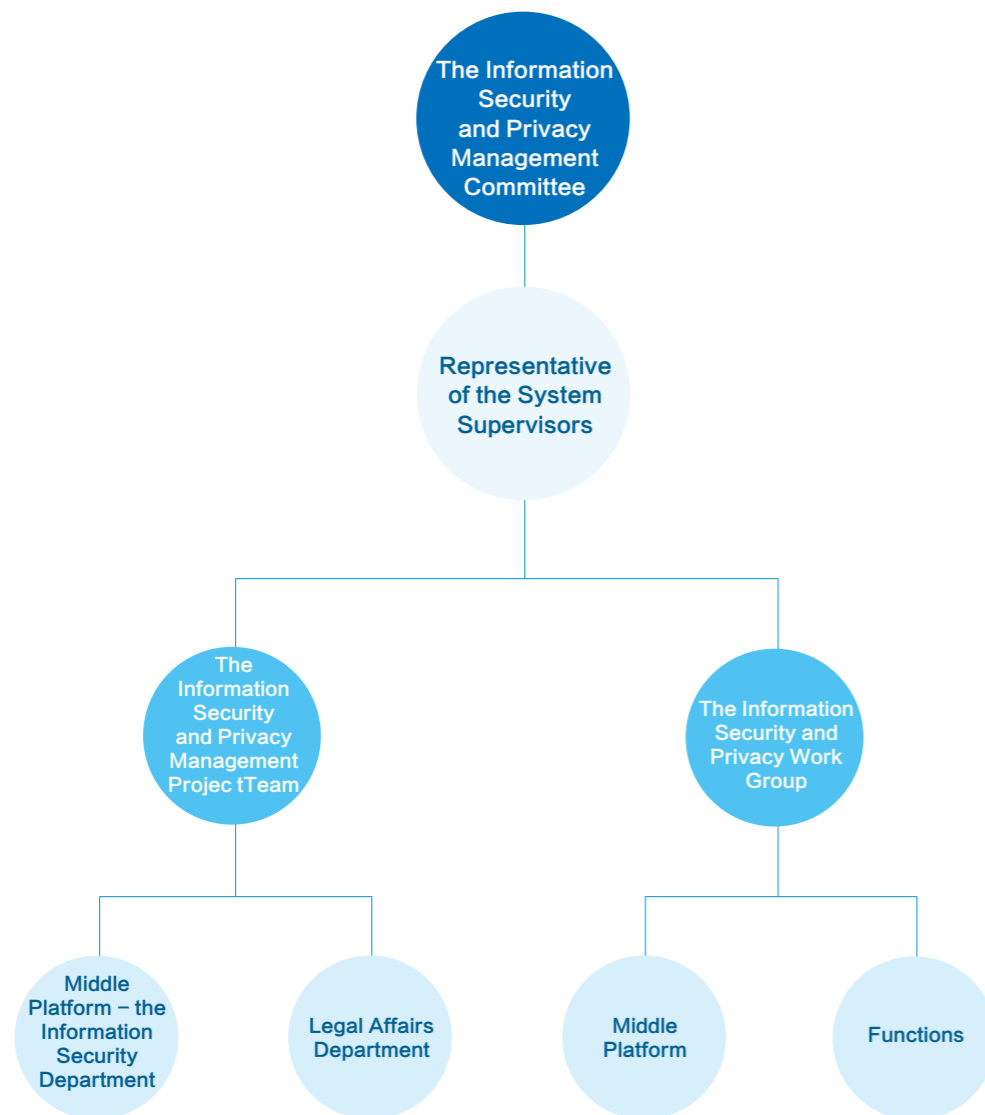
Information Security and Privacy Management Structure of TAL

Management System

TAL Education 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 other relevant laws and regulations in China and the countries where it operates. Additionally, it adheres to national standards such as the "Guideline for Personal Information Security Impact Assessment" and "Information Technology-Security Techniques-Information Security Management Systems-Requirements." While promoting efficient data development and utilization, TAL Education Group ensures the protection of the legitimate rights and interests of both the Group and its users.

Enhance Security Practice and Identify Security Risks

Increase risk awareness and improve technical measures and standardized management to ensure information security, defend against network attacks, and sustain business growth

Improve Defense Against Security Threats and Enhance Security Control

Improve and implement information security strategies

Protect Customer Privacy and Standardize Information Processing

Protect customer privacy, process personal information in accordance with the relevant laws and regulations and the minimum necessary rule, and make consistent effort to improve the brand image and customer trust

Implement Security Compliance Policies Consistently and Improve Security Practice Continuously

Stay Compliant with Legislation and Regulatory Frameworks

Information Security and Privacy Protection Guidelines of TAL

Take Preventive Measures

Put Users First and Protest User Privacy

Privacy as a Default Setting

Visibility and Transparency

Privacy by Design

Data Lifecycle Management

Functional Completeness (a Positive-sum System Rather Than a Zero-sum System)

Seven Guidelines for Privacy Design and Default Privacy Protection at TAL

We have established a scientific, reasonable, and comprehensive information security and privacy protection policy by combining industry best practices with the actual development of our company. To solidify the foundation of privacy management, we have formulated and published policies and regulations such as the "Xueersi User Personal Information Protection Policy" and the "Xueersi Children's Personal Information Protection Rules" on our official website. These measures are aimed at effectively protecting the privacy of users of all products and services[1] under Future Group, ensuring their rights to access, correct, and delete personal data, and accepting supervision from stakeholders and the general public.

1 How to Manage Your Personal Information

Access and Review Your Information

Correct Your Information

Delete Your Information

......

2 The platform will take various precautionary measures to protect your personal information, ensuring that it is safeguarded against loss, theft, misuse, unauthorized access, disclosure, alteration, or destruction.

3 In the event of a personal information security incident, the platform will, in accordance with legal and regulatory requirements, inform you within no later than 30 calendar days of the following: the basic situation and possible impact of the security incident, the measures that have been taken or will be taken by the platform, suggestions for you to independently prevent and reduce risks, and any remedial measures available to you.

4 To prevent, detect, and investigate fraud, infringement, security threats, illegal activities, or violations of agreements, policies, or rules with the platform or its affiliated companies, and to protect the legitimate rights and interests of you, other users, or the public, the platform or its affiliated companies may use or integrate your user information, service usage information, device information, log information, and information shared by affiliated companies or partners with your authorization or in accordance with the law. This is done to comprehensively assess account and transaction risks, perform identity verification, detect and prevent security incidents, and take necessary recording, auditing, analysis, and handling measures as required by law.

5 We will use secure encryption technology and other methods to ensure that the information recipient cannot re-identify specific individuals.

6 We commit to keeping your information strictly confidential. The platform will not share your personal information with any companies, organizations, or individuals outside of the service providers of Xueersi Online School.

7 The platform will take reasonable and feasible measures to avoid collecting irrelevant personal information and will retain your personal information only for the period necessary to achieve the purposes stated in this policy, unless an extended retention period is required or permitted by law.

8 For partners entrusted with processing personal information, we will sign data protection agreements with them, requiring them to handle personal information in accordance with the agreement, this privacy policy, and relevant legal and regulatory requirements.

》 *Summary of Xueersi Online School - User Personal Information Protection Policy*

In addition, to regulate the access of personal information data by employees and third parties, we have formulated the "TAL Group Personal Information Security Impact Assessment Operational Guidelines," "TAL Group Data and Personal Information Classification and Grading Operational Guidelines," and "TAL Group Data Access Control Management Guidelines." These guidelines clearly define the ownership, control, and usage rights of personal data to prevent the risk of information security breaches such as the internal sale or leakage of user information within the organization.

[1] The products and services under Xueersi include, but are not limited to, websites, mobile applications, client software, related WeChat public platform accounts or mini-programs, as well as Xueersi software development kits (SDKs) and application programming interfaces (APIs) for use by third-party websites and applications, and products and services provided by Xueersi affiliated companies that do not have independent privacy policies.

▷ Action Initiatives

We ensure the effective operation of our information security and privacy management system through a series of information security management measures, including regular privacy compliance checks, implementing security reinforcement processes, conducting cybersecurity filings, and performing security assessments. These measures help us monitor, prevent, and promptly address information security risks during our operations.

In terms of privacy compliance checks, the TAL Group Security Department conducts regular privacy compliance assessments of its mobile applications based on relevant laws, regulations, national and industry standards. Each quarter, approximately 60 mobile applications are evaluated to identify any data privacy compliance issues, ensuring the company's security and compliance.

To further ensure the information security compliance of our applications, we have implemented a security reinforcement process. Mobile applications (APPs) under the company must undergo security reinforcement inspection before release. For APPs with major version updates and five minor version updates, compliance checks must be requested first. Only after passing these compliance checks can the APP proceed with security reinforcement and subsequent release operations.

In addition, we have also registered our systems for information security level protection through the National Internet Security Management Service Platform and conducted cybersecurity filings and security assessments for our APPs. All platforms that need to collect user information have obtained the Level 3 Network System Security Protection Certification.

As of the end of the reporting period, the TAL Group's account center has obtained ISO 27701 Privacy Information Management System Certification and ISO 27001 Information Security Management System Certification. Both the Xueersi and Xueersi Online School APPs have passed Mobile Internet Application (APP) Security Certification. The information security management system certification covers 75% of our business scope.

》 *ISO 27701 Privacy Information Management System Certification*

》 *ISO 27001 Information Security Management System Certification*

4.3.2   Data Security Management

We place great importance on the data security of our group and users, and have established a comprehensive security management system. We continuously enhance our security protection technologies and build a timely and efficient data breach response mechanism to ensure that the data of our group and users is always under effective protection and lawful utilization.
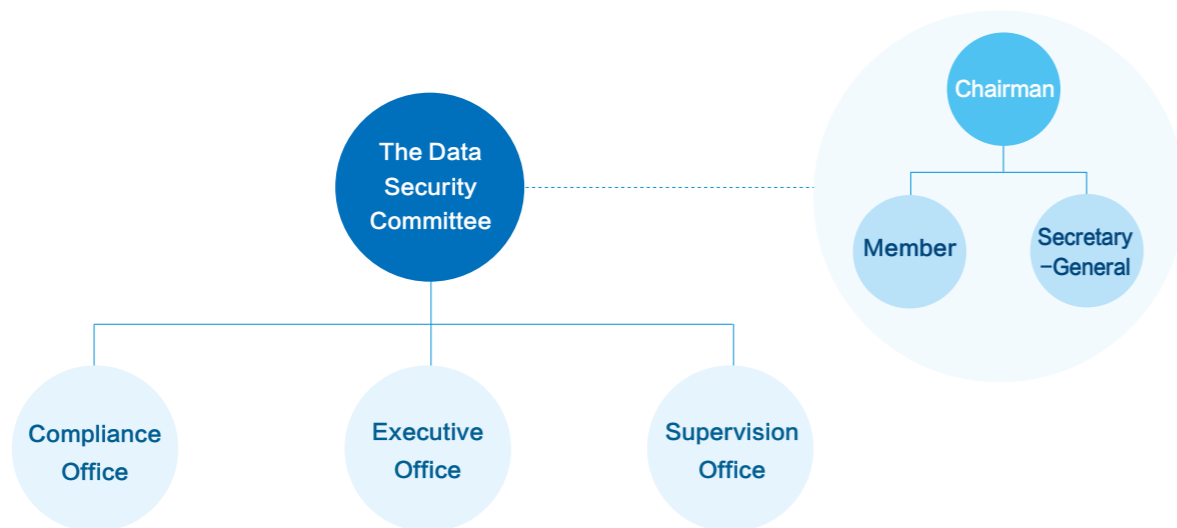
Quantitative Results

Throughout the entire year of 2023, there were zero major data breach incidents.

0 Incidents

■ Major Data Breach Incident

Governance Structure

We have established a Cyber and Data Security Committee, chaired by the Chief Technology Officer (CTO) of TAL Education Group. The Cyber and Data Security Committee receives reports from the cybersecurity team and other relevant functional departments to understand and monitor the prevention, detection, mitigation, and remediation of cybersecurity incidents. The committee reviews and approves policies and procedures related to cybersecurity. In the event of a cybersecurity incident, the Cyber and Data Security Committee will promptly coordinate an internal review with relevant personnel and, if necessary, engage external experts to assist in the review.

Chairman

The Data Security Committee

Member   Secretary−General

Compliance Office   Executive Office   Supervision Office

» *Data Security Management Structure*

Management System

TAL Education Group, in accordance with laws, regulations, policy requirements, and industry standards, has established and continuously improved its data security system and processes. We have developed various data security-related policies and procedures, including the "Data Security Policy," "Data Security Management System," "Personal Data Security Management," and the "TAL Education Group Information Security Incident Emergency Plan." These documents outline strategic policies, management process standards, and operational guidelines for data security.

Security Strategy

Data Security Policy

◉ Management Requirements and Implementation Principles for Data Security.

Security Management System

Data Security Management Policy

Security Access Managment Policy

Operation Management Policy

Anti-Leakage Management Regulations

◉ Within the framework of the data security strategy, establish data security management implementation rules to standardize security management activities and behaviors, and effectively enforce various management measures.

Process Standards and Operating Guidelines

Individual Data Security Management

Data Classification and Grading Protection

Data Lifecycle Management

......

◉ Various process standards and operating guidelines clarify the implementation methods and approaches for data management activities, ensuring the execution of data security policies, objectives, and requirements.

» *Data Security Management System*

At the same time, we regularly assess the effectiveness of the data security management systems within the group. In alignment with internal and external business environments and the latest trends in security technology development, we dynamically adjust management systems, operational guidelines, and technical specifications. During the reporting period, we revised several documents, including the "TAL Education Group Data Security Management System" and the "TAL Education Group Information Security Red Lines and Penalty Regulations."

Regarding the mechanism for sharing personal data with third parties, all products and services under TAL Education Group have clearly defined requirements in their "User Personal Information Protection Policy." These include detailed explanations on "how the platform shares, entrusts processing, transfers, or publicly discloses your personal information." We have also compiled a list of third-party shared information to further limit the scope of personal data sharing with third parties and to standardize the personal data sharing mechanism at the third-party level. We only share user information with third parties for legitimate, necessary, and specific purposes. We establish personal information security requirements jointly with third parties through contracts and require third parties to fulfill relevant confidentiality obligations and adopt appropriate security measures.

In terms of minimizing the collection and retention of personal information, TAL Education Group has clearly stated in its "Statement on Data Security Protection" that our products and services will collect and use user data based on user authorization, following principles of reasonableness, necessity, and minimization.

Summary of the "TAL Education Group Data Security Management System"

1. Except in special circumstances stipulated by laws and administrative regulations, the retention period for collected personal information shall be the shortest time necessary to achieve the processing purpose.

2. When collecting personal information through third-party procurement based on contracts or when third parties share information with the group:
- Establish a data provider admission standard system to conduct entry reviews on their entity qualifications, credit status, legality of data sources, and data security protection measures;
- The data authorization chain of the data provider should be effective and complete (including the data provider's privacy policy, personal information authorization letter, cooperation agreement, or other written authorization proof from users, ensuring clear authorization and consent from the personal information subjects). Upstream data providers must have the right to re-authorize or transfer the data they obtain.

3. The transmission of data within TAL Education Group must adhere to the following principles:
- The data transmission process must involve encryption, especially for sensitive data, which should be encrypted to protect the data in transit. Technologies such as HTTPS, SFTP, and SSH tunnels should be used:
- Establish user accounts based on their scope of authority and level, setting permissions accordingly to control user access rights:
- Configure network devices such as firewalls and routers to restrict access permissions and control data transmission paths.

4. The access permissions and actual access control of data should be audited regularly. At least once every six months, review the access permission rules and the list of authorized users, and promptly clean up expired accounts and authorizations.

5. Individuals whose personal information is collected should be clearly informed of their rights, including the right to access, delete, and correct their information, as well as the means to exercise these rights. Additionally, complaint channels should be made public to accept and address complaints from individuals regarding their personal information.

6. Conduct spot checks on the compliance of data collection by data providers and retain corresponding evidence. If any violations are discovered, appropriate punitive measures should be taken immediately, including but not limited to requiring corrections within a specified period, imposing fines, or terminating the contract.

Action Initiatives

Data Security Protection Technologies:We adjust our fundamental information security protection strategies in a timely manner based on actual situations, effectively identifying, intercepting, and blocking nearly 3 million scanning and attack attempts that could lead to data breaches. We enhance the security protection capabilities of internal employee terminals and office area networks by combining User and Entity Behavior Analytics (UEBA) to accurately assess risk behaviors and prevent data breaches. Additionally, we employ 128-bit AES encryption technology or multiple hash algorithm encryption techniques for user data based on different usage scenarios.

Data Breach Response Mechanism: We have established a timely and efficient data breach response mechanism. In the event of a personal information security incident, the company will inform users of the basic situation of the security incident, its possible impact, and the measures taken or to be taken within no more than 30 calendar days in accordance with legal requirements. This aims to minimize users' losses and risks.

4.3.3 Privacy and Data Security Training

TAL Education Group emphasizes enhancing employees' awareness of data security risk prevention and has developed the "TAL Education Group Information Security Training Management System" to guide the efficient execution of the company's information security training initiatives. The company not only utilizes internal communication tools and platforms to conduct data security training for all employees but also regularly conducts information security drills to foster a culture of information security.

Quantitative Results

During the Reporting Period

> The company conducted information security training for approximately 1,900 new employees.

≈1,900 Employees
- New Employees Enrolled in Security Training

> Three information security attack and defense drills were conducted, covering all employees.

3 Times
- Information Security Attack and Defense Drills

Regularly Conduct Information Security Drills	• Conduct phishing email drills internally
	• Hire external security companies to conduct professional attack and defense exercises
	• Regulatory authorities conduct information security attack and defense drills
Regular Information Security Awareness Promotion	• Conduct information security training for new employees to ensure that each new hire understands the basic requirements, red lines, and penalty regulations of the group's information security
	• Continuously update training content on information security, data security, and office security to cultivate basic information security knowledge and skills among employees
	• Post information security posters in public areas such as elevators, break areas, and office spaces to constantly remind employees to avoid common information security risk behaviors

≫ TAL Education Group Employee Information Security Training Measures

≫ Information Security Posters Posted within the Company

Case: Leveraging the Advantage of Online Learning Resources, the Group Has Launched Online Courses Such As "Information and Data Security."

To better conduct information security training, the company has launched courses such as "Information and Data Security" on its internal learning platform, " TAL E-learning Platform ," making it convenient for employees to learn information security knowledge.

Quantitative Results

> During the reporting period, over 6,200 employees participated in the training, with more than 7,500 views.

> By the end of the reporting period, a total of over 77,000 employees had participated in the training, with cumulative views exceeding 400,000.

>6,200 People

■ Employees Participated in Training

4.3.4 Data Security Management for Suppliers and Business Partners

To enhance privacy protection and data security within the supply chain, TAL Education Group has developed several regulations and policies, including the "TAL Education Group Supplier Management System," "TAL Education Group External Personnel Access Management Regulations," and "TAL Education Group External Personnel Confidentiality Agreement." These documents aim to improve third-party data security management requirements and build a collaborative data security ecosystem involving multiple parties. Additionally, we have integrated privacy management and data security into TAL's "Supplier Lifecycle Empowerment Management Framework."

During the supplier development and certification phase, we sign a "Confidentiality Statement" with suppliers to mitigate the risk of data breaches during business operations. In terms of supplier access management, we have implemented a series of supplier access security control measures. Following the principle of least privilege, we control the security, necessity, and compliance of supplier access permissions to protect the company from data breach risks.

Image by Freepik

5. Share the Future, Build a Better Society Together

TAL always adheres to the purpose of 'driven by love, creating value', focusing on major social and livelihood issues, continuously paying attention to public welfare and charity, educational equality, rural revitalization and other fields, and effectively fulfilling corporate social responsibility. In addition, we carry out charitable donations and educational assistance in underdeveloped areas, supplementing the public education system in a beneficial way, helping rural education development, and creating social value with our partners.

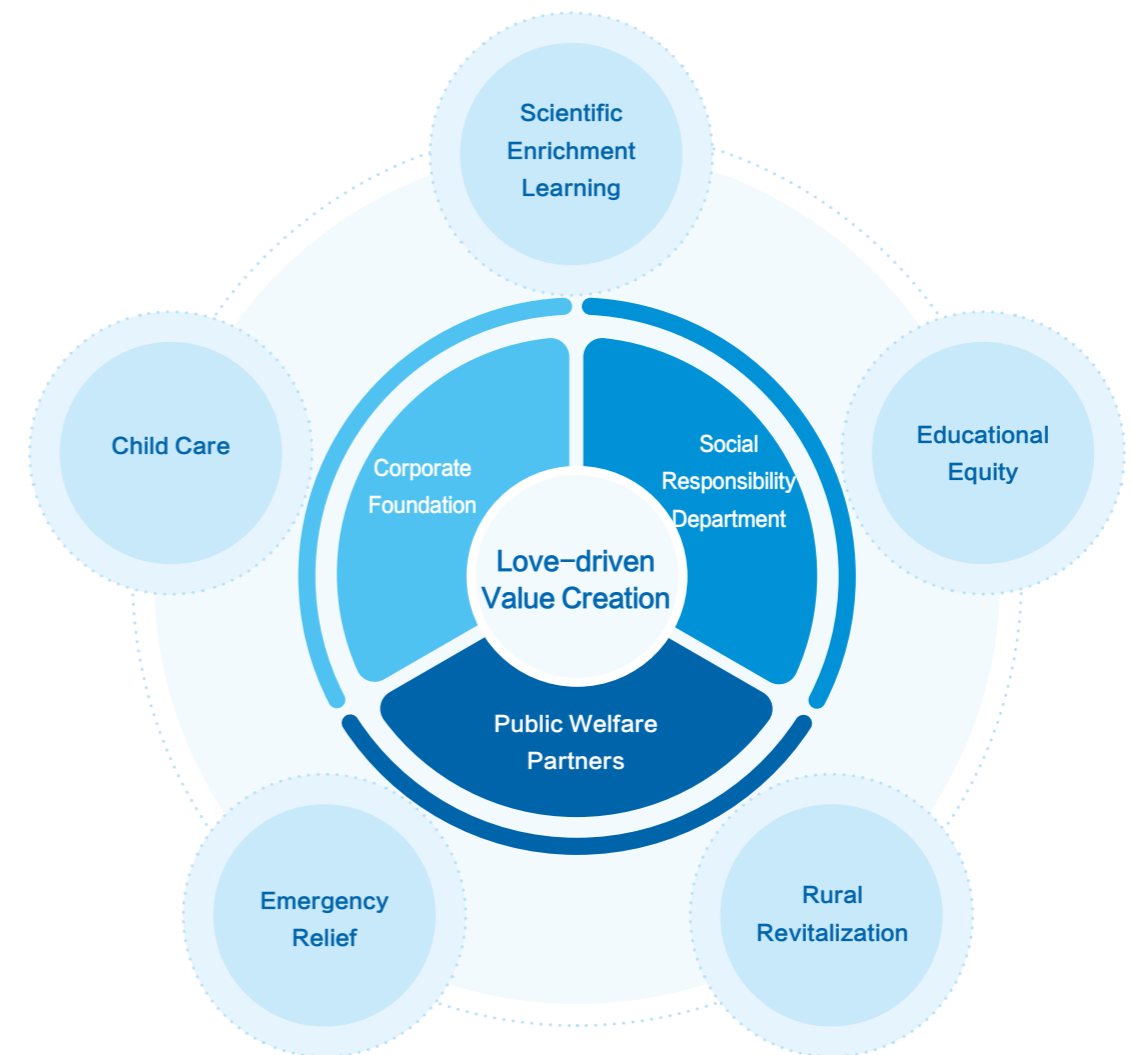## Material ESG Issues Applicable in This Chapter

- Public Welfare and Community Development
- Science Education and Literacy Promotion
- Development of Education Digitization
- Assisting in Rural Revitalization

SDGs Applicable in This Chapter

| 1 NO POVERTY | 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 10 REDUCED INEQUALITIES | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |

5.1 Social Responsibility Strategy

TAL adheres to the core concept of 'driven by love, creating value', and has established a three-layer system of 'Social Responsibility Department - Corporate Foundation - Public Welfare Partners'. We work together with various public welfare partners, including government, caring enterprises, NGOs, etc., to jointly build an industry public welfare ecosystem. In addition, during the reporting period, we reasonably adjusted our social responsibility strategy, focusing on scientific enrichment learning, educational Equity, child care, emergency relief, and rural revitalization. We strive to create greater social value and improve social welfare.

Scientific Enrichment Learning

Child Care

Educational Equity

Corporate Foundation

Social Responsibility Department

Love-driven Value Creation

Public Welfare Partners

Emergency Relief

Rural Revitalization

≫ TAL Social Responsibility Strategy

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We rely on our Social Responsibility Department to integrate and mobilize the advantageous educational resources of each division under the TAL Group. We implement daily public welfare practices through the TAL Charitable Foundation, thereby enhancing the social value of our corporation. At the same time, we join hands with other charitable enterprises in the education industry to jointly establish the Beyond Horizon Education Charity Foundation, dedicated to promoting the development of rural education and undertaking social responsibilities in our industry. In addition, we encourage our employees and students from Xueersi School to actively participate in public welfare activities, fostering a culture of full participation in public welfare, and jointly spreading love and goodwill.

TAL Charitbale Foundations

The TAL Charitable Foundation is a non-public fundraising foundation established by the Tomorrow Advancing Life Education Technology Group in 2013. Since its establishment, the foundation has leveraged the company's resource advantages, focusing on youth science education and the development of educational technology. Through various forms of public welfare projects, it provides educational resources for underprivileged areas, under-resourced schools, and special children's groups, contributing to the high-quality development of education through the digitalization of education.

Beyond Horizon Education Charity Foundation

In 2017, TAL and XDF jointly initiated the Beyond Horizon Education Charity Foundation. The foundation is dedicated to using technology to promote balanced educational development, break the cycle of intergenerational poverty, and advance the integration of urban and rural education.

The Beyond Horizon Education Charity Foundation, targeting the real needs of rural education, has launched several public welfare projects such as the Beyond Horizon Bo Xue Course, the Rural Science Course, Children in the Mountains Learn English, the County High School Student Growth Program, and the Young Eagles Program. These projects not only provide high-quality courses for kindergartens, primary schools, and high schools in rural areas but also deliver excellent teaching content, methods, and educational philosophies to rural schools, aiding in the development of rural education. The projects have currently covered 29 provinces, municipalities, autonomous regions, and directly governed cities across the country, benefiting nearly two million teachers and students.

Case: TAL Establishes a Company-wide Public Welfare Day, Actively Fulfilling Its Social Responsibilities

- **In August 2013**, TAL established a company-wide public welfare day, encouraging employees to actively fulfill their social responsibilities. Employees can enjoy one paid public welfare leave day each year, which can be used for various forms of volunteer service;

- **In May 2015**, volunteers from TAL spontaneously organized and established a volunteer club named 'Beneficial Helpers';

- **In May 2018**, TAL launched an employee public welfare platform named "Public Welfare Map";

- **In 2022**, TAL established an official public welfare community called 'Everyone's Welfare', advocating the concept of 'Everyone's Welfare';

- **In 2023**, TAL held its first 'Everyone's Welfare Festival', with active participation from TAL employees, business departments, and public welfare partners. TAL volunteers spontaneously established public welfare groups such as the 'TAL Teaching Support Group', 'TAL Joyful Donation Group', and 'TAL Environmental Protection Group', participating in public welfare activities as a team.

Quantitative Results

In the fiscal year 2024, TAL's total social welfare investment amounted to 10.34 million yuan, covering areas such as educational aid, child care, and emergency disaster relief.

1,034 Ten Thousand Yuan

■ Social Welfare Investment

Social Responsibility Related Honors

During the reporting period, TAL was selected as one of the top 500 companies for rural revitalization in China in 2023

By the end of the reporting period, TAL had been selected as one of the top 500 charitable and public welfare private enterprises in China for three consecutive years

Top 500 Companies for Rural Revitalization in China in 2023

Top 500 Charitable and Public Welfare Private Enterprises in China in 2023

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# 5.2 Devoted to Public Welfare and Charity

Image by Freepik

TAL continues to focus on social charity and public welfare, upholding the belief of passing on goodwill, promoting traditional virtues of poverty alleviation and love donation, and practicing the mission of public welfare care. At the same time, we actively carry out emergency relief work, delivering more love and warmth to everyone in need.

5.2.1   Responding to Natural Disasters

In the face of frequent natural disasters in various places, TAL always fulfills its social responsibility, conveying heartfelt love and generous contributions through donations of supplies and funds.
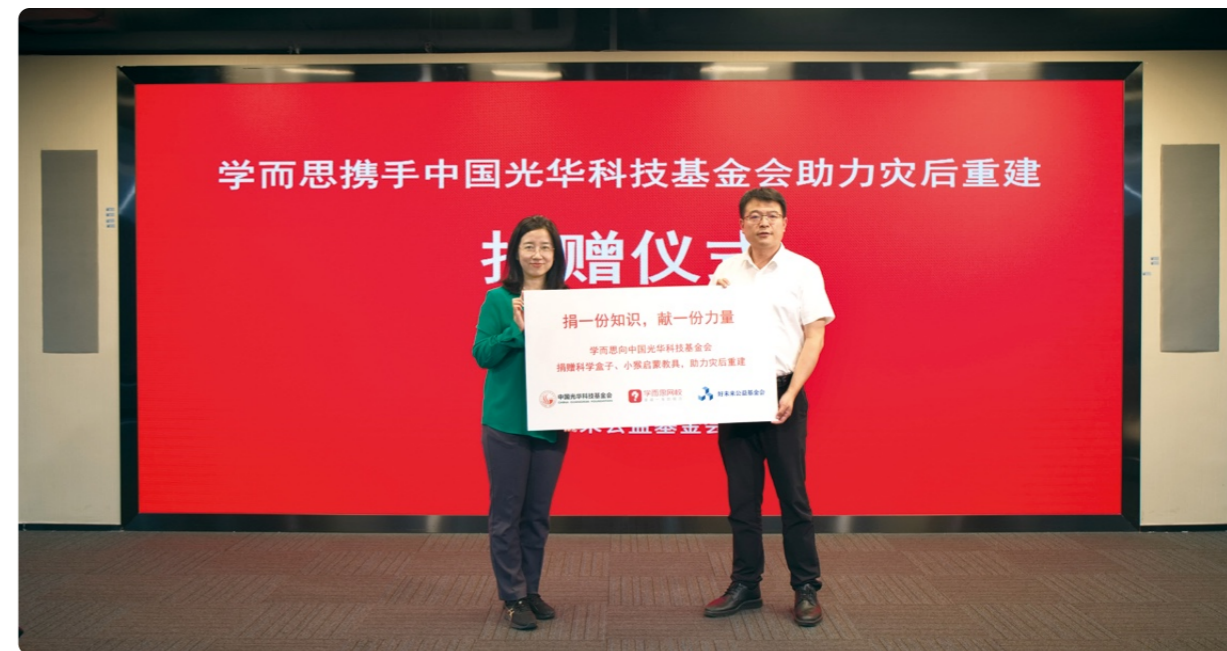
In August 2023, Typhoon 'Doksuri' triggered floods and geological disasters in North China and Huanghuai. In response, the TAL Charitable Foundations donated 2 million yuan to disaster-stricken areas such as Beijing, Tianjin, and Hebei for flood control, disaster relief, and post-disaster reconstruction. At the same time, Xueersi Online School and Little Monkey Enlightenment Division, under TAL, cooperated with the China Guanghua Science and Technology Foundation to donate more than ten thousand sets of science boxes and enlightenment teaching aids, providing assistance in learning and living for teenagers in the disaster areas.

In December 2023, a severe 6.2 magnitude earthquake in Jishishan County, Gansu, caused significant casualties. In response, TAL Education Group and Xueersi Youpin donated 4 million yuan to support the rescue efforts. The funds were used for emergency rescue, assistance to disaster-stricken people, and post-disaster reconstruction work.
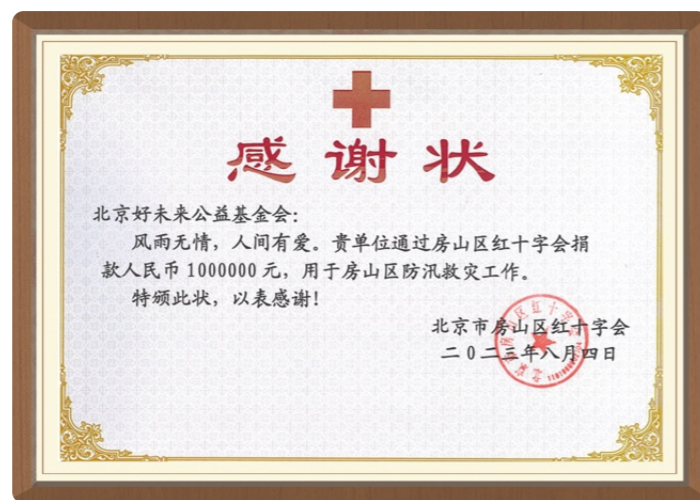
Certificate of Appreciation for Contributions to the Beijing-Tianjin-Wing Flood Disaster Relief Efforts

AL Education's Donation Ceremony and On-site Material Donation

In August 2023, the North China and Huanghuai regions experienced extreme rainfall due to the impact of Typhoon 'Doksuri', resulting in floods and geological disasters. The disaster affected the hearts of hundreds of millions of people across the country. To effectively assist in post-disaster reconstruction work, TAL Education Group's Xueersi Online School Science Thinking and Little Monkey Enlightenment Division teamed up with the China Guanghua Science and Technology Foundation to donate over ten thousand sets of science boxes and enlightenment teaching tools to children in disaster-stricken areas. By taking concrete actions to 'donate a piece of knowledge, contribute a bit of strength,' they actively fulfilled their corporate social responsibilities.

AL Education's Donation Ceremony and On-site Material Donation

5.2.2   Practicing Public Welfare Care

We actively organize various forms of social public welfare activities, establish a culture of public welfare participation for everyone, and care for vulnerable groups by initiating and continuously carrying out public welfare projects such as 'Education Also Heals' and 'Glimmer Classroom', delivering love and warmth.

Case: Organizing 'Everyone's Public Welfare Festival' Themed Activities, Spreading Love Through Both Online and Offline Efforts

On the occasion of China Charity Day 2023, TAL Charitable Foundations, together with its partners, held the first 'TAL Everyone's Public Welfare Festival'. This event raised tens of thousands of yuan in donations through a variety of methods such as charity joy donations, love sales, and public welfare games. These funds were donated to cooperative public welfare projects to assist rural primary schools, special needs children, and children suffering from leukemia. During the Everyone's Public Welfare Festival, we converted part of the income from each learning product sold in the Xueersi live broadcast room into public welfare books, scientific teaching aids, and other materials. These were used to support Pioneer Primary School in Temuli Town, Butuo County, Sichuan Province, thereby supporting rural science education.

Charity Sale at Xueersi Live Room during the 'Everyone's Public Welfare Festival'

Offline event site of 'Everyone's Public Welfare Festival'

Case: Launch the 'Education Heals' Campaign, to Light up the Life of Children with Serious Illnesses

In November 2021, TAL Charitable Foundations collaborated with Beijing Jing Si Academy to launch the 'Education Heals' campaign, providing offline literacy courses for children with serious illnesses, covering humanities, science, and astronomy themes. Through education and interpersonal interaction, we provide children undergoing treatment with a rich and colorful life experience, alleviating the physical and mental stress of the families of sick children.

On-site of TAL's 'Education Heals' Campaign

In August 2023, TAL joined forces with the Beijing New Sunshine Charity Foundation's Children's Palliative Care Special Fund to carry out public welfare activities for children's palliative care, bringing companionship and care to children with serious illnesses.

To date, the project has been carried out for four seasons, with 33 classes in total, serving nearly a hundred families with seriously ill children.

Case: Light up the Light of Life, TAL Employees' Action of Hematopoietic Stem Cell Donation

In May and November 2023, two teachers from TAL donated hematopoietic stem cells through the Red Cross Society of Zhenjiang City and Beijing City, bringing hope to the beneficiaries. On the path of public welfare, TAL's employees, with their initial heart of love and kindness, actively responded to the company's public welfare philosophy, practiced respect and love for life with practical actions, and extended the life with love.

Teachers Zhou Yixin and Yang Zirui Received Certificates of Honor for Donating Hematopoietic Stem Cells

5.2.3   Cultivating Public Welfare Literacy

"Points for Public Welfare" is an innovative exploration by Xueersi that integrates online learning with offline public welfare. This event, initiated by the TAL Charitable Foundation in collaboration with a third-party public fundraising foundation, is aimed at Xueersi students. It aims to promote teenagers' participation in public welfare and enhance students' awareness of public welfare. Students can accumulate points through daily study check-ins, classroom rewards, creative works, and participation in social practices. TAL Education Group's Charitable Foundation will convert these points into charitable donations to support public welfare projects related to the United Nations Sustainable Development Goals (SDGs). At the same time, students who participate in point donations will receive corresponding public welfare certificates and rewards to encourage them to gradually improve their social responsibility awareness.

Launch Time	Points for Public Welfare Project	Project Introduction	Project Type	SDGs Type
2024/01/30	Parent-Child Joy Reading Hall	Provide financial support for the Parent-Child Joy Reading Hall in underdeveloped areas for education	Educational Assistance	Quality Education, Reduce Inequalities
2023/10/18	Decibel of Love Cognitive Learning Package	Donate rehabilitation training teaching aids for children with hearing impairment	Disease Assistance	Quality Education, Reduce Inequalities
2022/12/20	Charity Canteen	Provide breakfast funding for the Liangshan Continuation Charity School	Educational Assistance	Zero Hunger
2021/08/30	Protect the Panda's Habitat	Panda Protection and Monitoring in Heping Village, Pingwu County	Environmental Protection	Live on Land
2020/02/07	Fight the Epidemic and Guard the Future	Donate medical protective supplies for the frontline of epidemic prevention	Disease Assistance	Good Health and Well-being
2019/10/15	TAL Dreams Come Ture	Donate learning supplies to help the education of children in poverty	Educational Assistance	Quality Education, Reduce Inequalities

List of Some Points for Public Welfare Projects That Xueersi Has Launched

Case: Carry out the 'Decibel of Love Cognitive Learning Package' Project, Light up the Future for Children with Hearing Impairment

In September 2023, to help children with hearing impairments overcome learning difficulties, the TAL Charitable Foundation donated RMB 50,000 to implement the 'Decibel of Love Cognitive Learning Package' project. This project aims to help children with hearing impairments improve cognitive abilities such as concentration, observation, analysis, and understanding. Students from Xueersi Online School donate their love in the form of points they earn from study check-ins and classroom rewards, helping children with hearing impairments undergo cognitive rehabilitation training. This donation has helped 123 families with hearing-impaired children.

Beneficiary Children of the 'Decibel of Love Cognitive Learning Package' Project

Case: Carry out the 'Reading Points Check-in Charity' Event to Support the Parent-Child Reading Hall Project

In 2017, the China Children and teenagers' Fund and TAL launched the 'Future Family Education Plan'.The project advocates that parent-child reading and joint reading should be important forms of parent-child companionship in family education. From 2018 to 2024, the project successively donated 24 'Parent-Child Reading Halls' in provinces and cities.The project uses a professional knowledge system to guide parents to pay attention to high-quality companionship in family life, benefiting tens of thousands of families.
In January 2024, the students of Xueersi Suyang Humanities and aesthetics persisted in reading and checking in during the winter vacation, and contributed the points they earned. The TAL Charitable Foundations collectively donated 50,000 yuan to support the daily operation of the Parent-Child Reading Hall.

The Yongquan Parent-Child Reading Pavilion in Chenzhou, Hunan, Conducted a Public Welfare Paper-cutting Activity

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5.3 Promoting Educational Equity

As a complement to the public education system, TAL is dedicated to promoting educational advancement and the popularization of enrichment learning, while also addressing issues of educational equity. Through initiatives such as targeted educational assistance, subject education programs, and donations of educational resources, we strive to promote inclusive and shared education, thereby fostering balanced educational development.

Case: Launch the "Space Seed Program" to Help Students at Baofu Primary School in Anji County Achieve Their Scientific Dreams

Anji County in Zhejiang Province is one of the first pilot areas for high-quality development and the construction of a common prosperity demonstration zone in Zhejiang. In September 2023, Xueersi Suyang, in collaboration with the TAL Charitable Foundation, launched the "Space Seed Program."

Through charitable initiatives such as donating scientific teaching aids, conducting experimental courses and public master classes, establishing science clubs, and facilitating deep exchanges between urban and rural students, the program aims to deliver high-quality science education resources to Baofu Primary School and other remote primary schools. This effort helps broaden students' scientific horizons and cultivate scientific thinking.

Xueersi Suyang donated Mars Exploration Treasure Box science teaching aids to Baofu Primary School

Case: Launch the "Coding Dream Building Program" to Support the Development of Artificial Intelligence Education in Pingtang County and Luodian County

2023 Guizhou Youth Robotics Competition

Pingtang County and Luodian County in Guizhou Province are remote areas with relatively scarce educational resources and a lack of professional programming teachers. The TAL Charitable Foundation has developed a programming education assistance plan for these two counties. This plan includes providing programming teaching training for teachers, donating equipment, and offering specialized AI programming courses that combine software and hardware. Building on the foundation of programming enlightenment, we actively support them to enroll in programming competitions to cultivate and select programming talent while helping more children acquire computer skills and knowledge.

In September 2023, Xueersi Online School donated a batch of robotics programming courses and equipment to Pinghu No. 1 Primary School in Pingtang County, Guizhou Province, to support the further development of artificial intelligence education. In the "2023 Guizhou Youth Robotics Competition," four students from Pinghu No. 1 Primary School achieved excellent results, winning one first prize and one third prize.

Case: Organize the "Children's Book Donation" Charity Event to Encourage Employees to Donate Unused Children's Books

Children in rural areas face growth challenges due to a lack of reading resources. Low reading levels can lead to relatively weaker learning abilities and cognitive levels among rural children, thereby widening the educational gap between urban and rural areas. To address this issue, the TAL Charitable Foundation has launched the "Children's Book Donation" charity event. This initiative encourages TAL employees to donate unused children's books from their homes to children who lack reading resources. The goal is to provide excellent children's literature to schools and community libraries in underdeveloped regions of China, enriching the local book resources.

During the reporting period, the event donated a total of 8,765 books to two schools. Of these, 1,000 books were donated to the "Happy School" to help children with blood diseases in their learning and growth.

"Children's Book Donation" Promotional Poster

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Case: First Lesson in Artificial Intelligence

Xueersi Online School, under the theme "Using AI to Create the Future," has launched three major course systems: programming, robotics, and artificial intelligence. The school continuously upgrades its programming course products to help popularize AI education. In July 2023, Xueersi Online School, a subsidiary of TAL Education Group, donated the latest developed "First Lesson in Artificial Intelligence" courses to eight model schools in Taiqian County, Henan Province, and Puan County, Guizhou Province, as well as eight schools in border areas. A total of 4,991 students benefited from this initiative. Currently, the number of users served by Xueersi's programming courses has exceeded one million.

>> *Xueersi Online School "First Lesson in Artificial Intelligence" Product Launch Ceremony*

5.4 Boosting Rural Revitalization

TAL Education Group focuses on promoting rural industrial development through its comprehensive live e-commerce platform, Xueersi Youpin. The aim is to explore local specialty products and bring them to thousands of households via live e-commerce. Additionally, we are committed to discovering local folk cultures, using quality products as a bridge to connect rural and urban areas effectively, thereby boosting rural revitalization and promoting national culture.

Case: TAL Education Group Conducts Various Activities to Support Farmers and Promote Rural Industrial Development

>> *"Traceable China Seed Plan" Project Launch Ceremony*

During the reporting period, Xueersi Youpin, invited by the China Rural Development Foundation and Shanpin Commune, held a special live-streaming event titled "Warm Year-End, Zigui Navel Oranges Homecoming" in Zigui. During the event, the Xueersi Youpin host team engaged in in-depth exchanges with local fruit farmers, allowing more people to learn about and taste the fresh navel oranges from Zigui, Hubei. This live-streaming sales event achieved the best single-session performance of over ten thousand orders for Shanpin Commune in 2023. n February 2023, Xueersi Youpin joined Xinhua Net's "Traceable China 'Seed Plan' E-commerce Aid for Farmers" project. The two parties have embarked on long-term cooperation in areas such as live-streaming sales, brand building, and store operations, aiming to support rural revitalization, industrial assistance, and consumer livelihood.

>> *The Live-streaming Event for Zigui Navel Oranges*

Case: Promote Folk Culture

During the 2023 Lunar New Year, Beijing's Qianmen Street launched the New Year Chinese fashion trend Market event. Xueersi Youpin conducted live-streaming sales for domestic brands and showcased cultural landmarks such as teahouses and shops on the street through store exploration. This initiative supported the revival of Beijing's time-honored brands and domestic products both online and offline.

>> *Xueersi Youpin Live-streaming Site*

6. Integrity for the Future，Upholding the Compliance Bottom Line

Image by Freepik

Sound corporate governance is a crucial foundation for the Group's long-term stable development and a guarantee for safeguarding the long-term interests of all stakeholders. We ensure compliant and transparent business operations through the establishment of a comprehensive risk management system, adherence to high standards of business ethics, strict protection of intellectual property rights, and responsible supply chain management. These measures promote a fair and honest business environment in the face of intense market competition and effectively establish a good reputation.

Material ESG Issues Applicable in This Chapter

- Corporate Governance
- Risk Management and Control
- Anti-Corruption and Business Ethics
- Intellectual Property Protection
- Supply Chain Management

SDGs Applicable in This Chapter

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS
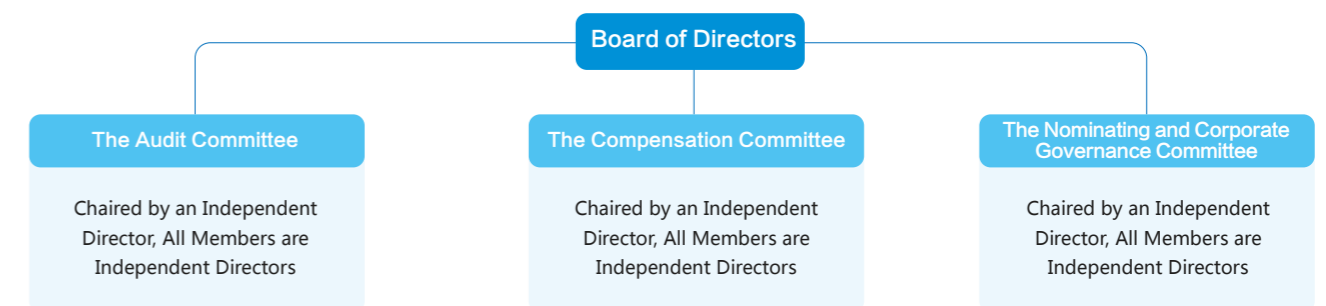
6.1 Optimize Corporate Governance

We deeply understand that a sound governance system is crucial for the long-term development of the company and the interests of all stakeholders. TAL is committed to maintaining high standards of corporate governance by continuously optimizing the structure and functions of the Board of Directors, enhancing the support role of specialized committees within the Board, and ensuring the legality of all key decision-making processes as well as the authenticity and effectiveness of company operations.

6.1.1   TAL Board of Directors

As the highest decision-making institution in corporate management, the independence, diversity, and professionalism of the Board of Directors will effectively enhance the level of corporate decision-making and safeguard the interests of shareholders and the Group. As of the end of the reporting period, the Board of Directors of TAL Education Group (hereinafter referred to as the "Board") consisted of 5 directors, including 3 independent directors (accounting for 60%) and 1 female director (accounting for 20%). All members of our Board possess extensive industry experience and professional capabilities in various fields, reflecting the diversity of the Board in terms of industry background, technology, and knowledge. This diversity provides strong support for the company's continuous and stable growth.

6.1.2   Special Committees of the TAL Board of Directors

The TAL Board of Directors has three special committees: The Audit Committee, the Compensation Committee and the Nominating and Corporate Governance Committee, to facilitate management decision-making and operational oversight.

Board of Directors

The Audit Committee	The Compensation Committee	The Nominating and Corporate Governance Committee
Chaired by an Independent Director, All Members are Independent Directors	Chaired by an Independent Director, All Members are Independent Directors	Chaired by an Independent Director, All Members are Independent Directors

>> *Governance Structure of the Special Committees of the TAL Board of Directors*

For more detailed information on corporate governance, please refer to the company's FY2024 financial report.

6.2 Strengthen Risk Management and Control

The company has established a robust internal control system and process framework to ensure the effectiveness of business operations, compliance, and the reliability of financial reporting. The company has issued over ten categories of hundreds of policy documents and regularly updates them. More than 100 system processes have been implemented for the standardization and management of business operations, and over a hundred systems have been set up to ensure information security at the front-end, mid-end, and back-end.

The company has established a comprehensive internal control and risk management system, effectively guarding against moral risks through the construction of three lines of defense to ensure healthy operations. The first line of defense consists of core business departments, which are responsible for identifying and assessing various risks, including strategic and operational risks, during business operations. They define management strategies and their acceptability, and accordingly formulate or adjust internal policies. The second line of defense comprises functional departments with roles in risk management, compliance, financial auditing, information technology, human resources, and legal affairs. These departments assist the core business units in risk control efforts to effectively reduce risks in business activities. The third line of defense is an independent review department that oversees the design and implementation of the company's risk management measures. It identifies potential weaknesses in the risk management process and urges relevant departments to make improvements.

>> TAL Education Group's Risk Management System

In terms of compliance management, various functional departments of TAL Education Group initiated the establishment of a Compliance Committee. The committee holds meetings regularly, to discuss and resolve the Group's compliance-related matters. The Chairman of the Legal Compliance Committee is the Company's Chief Compliance Officer. The committee members consist of heads in the back office, including the departments of Internal Control, Legal Affairs, Finance, Procurement, Security, Development & Construction, Human Resources, Organization Efficiency & Process enhancement, administration and so on, to ensure that all compliance matters are properly handled, thereby maintaining the company's operational standards and regulatory requirements.

6.3 Uphold Business Ethics

TAL Education Group ensures that all employees and management teams adhere to high standards by establishing strict ethical norms and codes of conduct. In addition, we regularly conduct business ethics training for our employees to strengthen their understanding and compliance with company policies and industry regulations. We aim to create an environment of integrity and fairness in our operations, ensuring the compliance and accountability of company decisions and actions. This approach enhances stakeholder trust and promotes the long-term, stable development of the company.

Quantitative Results

During the reporting period, the company's anti-corruption and anti-bribery training had a 100% employee coverage rate.

100%

■ Employee Coverage Rate of Training Participation

6.3.1　Anti-corruption and Anti-bribery

We continuously improve our institutional framework by formulating various regulations, including the "Code of Business Conduct and Ethics," "TAL Education Group Anti-Corruption Compliance Policy General Provisions," "TAL Education Group Conflict of Interest Management Regulations," "TAL Education Group Management teams' Code and Conduct ," "TAL Education Group Seven Red Lines for Employees," "TAL Education Group Gift Declaration Management Regulations," and "TAL Education Security Regulations." These policies impose strict requirements on all employees and stakeholders concerning anti-corruption, anti-bribery, and integrity in professional conduct. Employees who violate TAL's anti-corruption compliance policies will be subject to disciplinary actions ranging from warnings to termination of employment contracts, depending on the severity of the violation. Any illegal activities will be referred to judicial authorities for further action.

We continuously conduct business ethics audits of the group's operations. The internal audit team performs monthly, quarterly, or annual sample audits or special audits of the group's business in accordance with U.S. accounting standards and other relevant criteria. The audit results are regularly reported to the Compliance Committee members and management, and are subject to periodic review by relevant departments at the group headquarters. Additionally, TAL has included anti-corruption and anti-bribery clauses in the group's commercial contracts, clearly stipulating the ethical conduct expected from our partners.

During the reporting period, the Group's Supervision Department conducted a series of integrity promotion activities covering topics such as anti-corruption and promoting honesty. Additionally, the department organized anti-fraud and safety knowledge exams for all employees to enhance their awareness of anti-corruption practices.

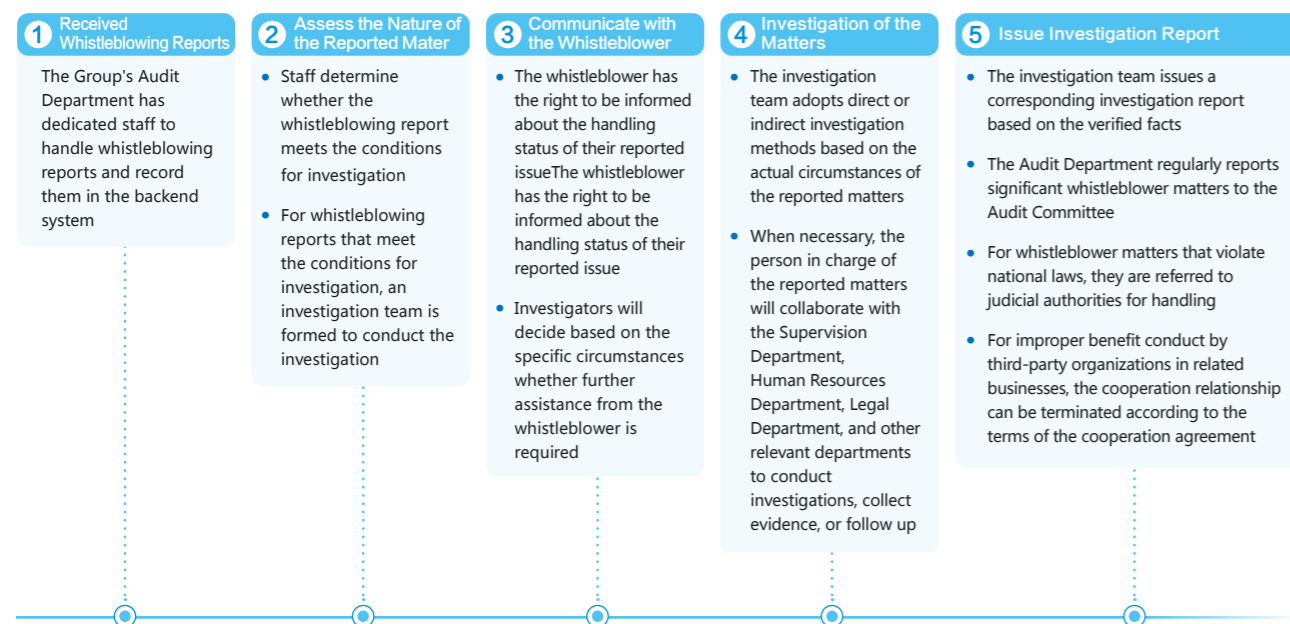### Case: Anti-fraud and Safety Knowledge Exams for All Employees

During the reporting period, the Group's Supervision Department summarized common issues in anti-fraud and safety management and conducted anti-fraud and safety knowledge exams. The company adopted a "test-based training" approach for assessment and established a reward mechanism. The top 100 employees who achieved full marks in the exam received relevant prizes.

>> *The Post of Anti-fraud and Safety Knowledge Exams*

6.3.2   Whistleblowing and Investigation Management

TAL Education Group has established a comprehensive whistleblowing mechanism in accordance with the "Code of Business Conduct and Ethics" and the "TAL Education Group Whistleblowing Policy." This mechanism ensures that stakeholders can report any misconduct observed during the company's operations through clear and secure channels, and guarantees that such reports are promptly addressed. The scope of whistleblowing includes, but is not limited to, laws and regulations, conflicts of interest, bribery and corruption, gifts and hospitality, and information security.

❶ Received Whistleblowing Reports	❷ Assess the Nature of the Reported Mater	❸ Communicate with the Whistleblower	❹ Investigation of the Matters	❺ Issue Investigation Report
The Group's Audit Department has dedicated staff to handle whistleblowing reports and record them in the backend system	• Staff determine whether the whistleblowing report meets the conditions for investigation • For whistleblowing reports that meet the conditions for investigation, an investigation team is formed to conduct the investigation	• The whistleblower has the right to be informed about the handling status of their reported issueThe whistleblower has the right to be informed about the handling status of their reported issue • Investigators will decide based on the specific circumstances whether further assistance from the whistleblower is required	• The investigation team adopts direct or indirect investigation methods based on the actual circumstances of the reported matters • When necessary, the person in charge of the reported matters will collaborate with the Supervision Department, Human Resources Department, Legal Department, and other relevant departments to conduct investigations, collect evidence, or follow up	• The investigation team issues a corresponding investigation report based on the verified facts • The Audit Department regularly reports significant whistleblower matters to the Audit Committee • For whistleblower matters that violate national laws, they are referred to judicial authorities for handling • For improper benefit conduct by third-party organizations in related businesses, the cooperation relationship can be terminated according to the terms of the cooperation agreement

>> *Reporting Acceptance and Handling Procedures of TAL Education Group*

TAL Education Group strictly adheres to the principles of respecting, rewarding, and protecting whistleblowers. We encourage internal and external stakeholders to report any violations, illegal activities, fraud, or other improper conduct within the Group through various means. We require the departments responsible for handling investigations to maintain strict confidentiality regarding the whistleblower's information and the specifics of the reported matters. Investigators who violate confidentiality rules will be severely dealt with based on the severity and consequences of their actions.

For retaliatory actions against whistleblowers or investigators, we will impose penalties according to company regulations. In cases that seriously threaten the rights of whistleblowers, we will refer them to judicial authorities and pursue criminal responsibility for those involved according to the law. For verified reports, we will reward the whistleblowers.

Whistleblowers can report through email, in-person reporting, and may also choose to report anonymously:

• Reporting Email Address : jubao@tal.com

• In-Person Reporting Department: Group Audit Department

Image by Freepik

6.3.3   Fair Competition

TAL Education Group actively advocates for a fair competition market environment. We have included anti-unfair competition clauses in all of our commercial contracts to ensure that the Group and its partners strictly comply with relevant domestic and international laws when conducting business. This is to prevent any form of market manipulation, commercial fraud, or other improper conduct. By making positive contributions to building a healthy and fair business environment, we effectively demonstrate our commitment to maintaining high standards of business ethics.

6.3.4   Responsible Marketing

TAL Education Group has established the Legal Compliance Committee and the Commercial Marketing Compliance Committee to create a comprehensive responsible marketing management system. We have formulated responsible marketing regulations such as the 'TAL Group Public Behavior Code,' 'TAL Group External Communication and Policy Risk Management Code,' and 'TAL Content Management Code' to manage the marketing behavior of all employees within the Group. These measures ensure that external communication activities are truthful, legal, and compliant, while also maintaining the company's brand image. In this fiscal year, the Group has developed and released the 'TAL Group Product Content Safety Release Code,' aiming to create a legal, healthy, and safe online education environment for users. In addition, TAL Education Group's brand Xueersi Suyang has developed the 'Xueersi Suyang Content Review System,' 'Xueersi Suyang Training and Assessment System,' and 'Content Compliance Issues and Regulations.' We have established a mechanism for daily spot checks and periodic comprehensive inspections to thoroughly review and control marketing channels. At the same time, we conduct specialized training on relevant regulations to enhance employees' compliance awareness."

Case: TAL Strengthens Compliance Training to Continuously Improve Business Compliance Standards

TAL upholds the philosophy of responsible management, focusing not only on the compliant operation of mature businesses but also on strengthening the compliance governance of emerging businesses. In March 2023, TAL Education Group organized a specialized compliance training session for over 900 employees across multiple departments. This training focused on key issues such as advertising regulations, promotional sales, and personal information protection, aiming to enhance employees' understanding of current policies and regulations as well as their awareness of responsible marketing practices. In February 2024, TAL Education Group conducted compliance training specifically for its new online sales business. Through various methods such as policy dissemination, legal knowledge education, and case analysis, the training further enhanced employees' awareness of compliant business operations.

Quantitative Results

During the Reporting Period

> **TAL Education Group conducted 98 compliance training sessions related to responsible marketing, with approximately 39,000 employee participations.**

> **Among these, the responsible marketing training coverage rate for marketing-related positions at Xueersi Online School reached 100%.**
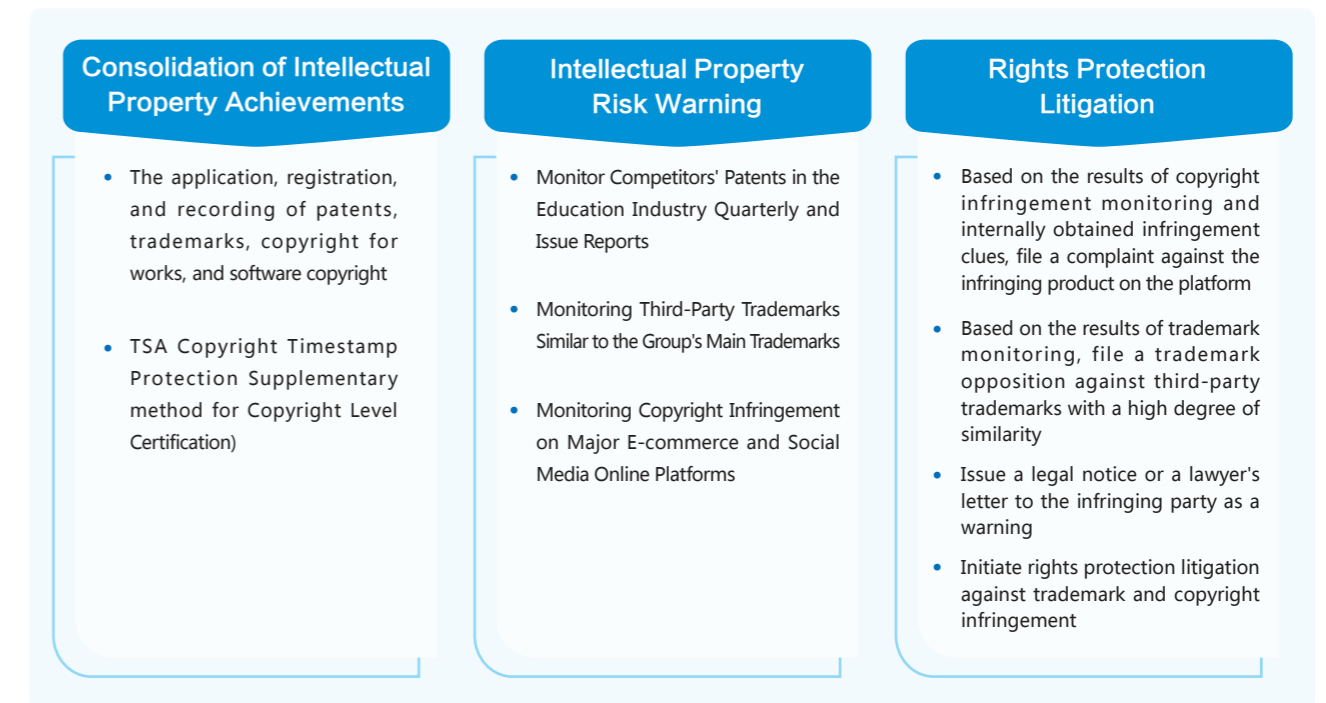
98 Sessions
■ Compliance Training

100 %
■ Training Coverage Rate

6.4 Protect Intellectual Property Rights

TAL Education Group places great importance on intellectual property protection and has established relevant policies such as the "TAL Education Intellectual Property Management System" and the "TAL Group Intellectual Property Management Rewards and Red Line Regulations." The Group continuously strengthens its intellectual property management and enhances protection measures while actively encouraging invention and creation to promote technological innovation.

6.4.1   Protection Measures

We actively implement intellectual property protection measures from multiple dimensions, including the consolidation of intellectual property achievements, intellectual property risk warning, and rights protection litigation. By strengthening the mechanisms for the protection and enforcement of intellectual property rights, we promote continuous research and development activities within the company and enhance innovation capabilities.

Consolidation of Intellectual Property Achievements	Intellectual Property Risk Warning	Rights Protection Litigation
• The application, registration, and recording of patents, trademarks, copyright for works, and software copyright • TSA Copyright Timestamp Protection Supplementary method for Copyright Level Certification)	• Monitor Competitors' Patents in the Education Industry Quarterly and Issue Reports • Monitoring Third-Party Trademarks Similar to the Group's Main Trademarks • Monitoring Copyright Infringement on Major E-commerce and Social Media Online Platforms	• Based on the results of copyright infringement monitoring and internally obtained infringement clues, file a complaint against the infringing product on the platform • Based on the results of trademark monitoring, file a trademark opposition against third-party trademarks with a high degree of similarity • Issue a legal notice or a lawyer's letter to the infringing party as a warning • Initiate rights protection litigation against trademark and copyright infringement

*》 Intellectual Property Protection Measures*

During the reporting period, we organized multiple online and offline intellectual property training activities. These activities covered various aspects such as trademark registration, strategy formulation, copyright, international patent applications, and infringement handling. The aim was to enhance employees' awareness of the importance of intellectual property and continuously improve the company's capabilities in intellectual property management and protection.

6.4.2   Invention Incentive

To encourage employees to actively participate in technological innovation and invention activities, we have formulated the "TAL Education Group Patent Application Management Regulation." This policy provides bonuses and honorary rewards to employees involved in innovative research, enhancing their enthusiasm and initiative for innovation, and creating a favorable atmosphere for research and development.

Quantitative Results

In the fiscal year 2024, TAL Education Group acquired 125 new patents, 249 new trademarks, and filed 328 new patent applications.

■ FY2023   ■ FY2024
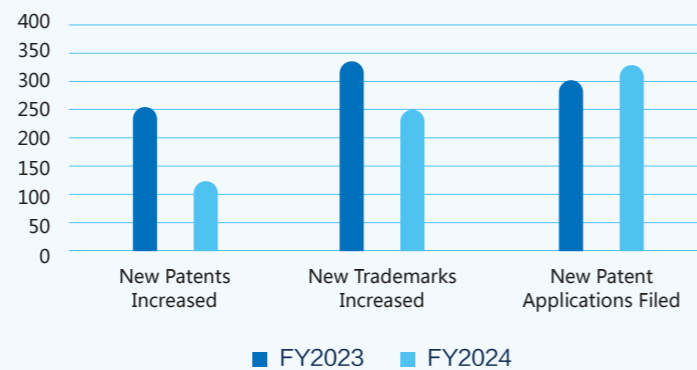
Intellectual Property Related Data

6.5 Implement Transparent and Clean Procurement

TAL Education Group values long-term cooperation and mutual growth with its suppliers. The company actively optimizes and improves supplier management regulations, formulating and strictly implementing regulations such as the "TAL Group Supplier Management Regulation," "TAL Group Procurement Behavior Management Norms," "TAL Group Authorized Procurement Management Regulations," and the "TAL Group Procurement Position Employee Integrity Code." We adhere to the 5R principles of lean procurement management (Right Time, Right Price, Right Quality, Right Quantity, Right Place) to fully implement transparent value chain procurement activities. Additionally, we conduct regular and rigorous supplier evaluations to ensure that all partners comply with relevant laws, regulations, and company policies.

6.5.1   Supply Chain Management

TAL Education Group strictly adheres to the "Bidding Law of the People's Republic of China" and other relevant laws and regulations. The company classifies suppliers based on their importance and sets entry requirements for different types of suppliers, continuously enhancing the effectiveness and standardization of the supplier onboarding process.

Image by Freepik

Key Suppliers for Printing and Course Materials

We prioritize user health and safety as our core principles, requiring suppliers to possess relevant compliance qualifications and take responsibility for the procurement of upstream materials. For instance, printing suppliers must provide a business license, a printing operation permit, and, depending on project requirements, certificates such as the China Environmental Labeling Product Certification (The Green Mark), Environmental Management System Certification, Quality Management System Certification, and a list of printing equipment.

Other Suppliers

We consistently adhere to national and industry standards to establish the basic conditions for supplier participation in competition.

Supplier Compliance and Qualification Management

We continuously optimize our procurement and supplier management systems. In 2023, we revised the "Control Requirements for Designated Suppliers" and established the "Suppliers' Lifecycle Empowerment Management Framework." This framework integrates ESG (Environmental, Social, and Governance) principles into the entire supplier lifecycle management process, covering four stages: development and certification, bidding and utilization, assessment and development, and exit and elimination. It fully considers consumer rights protection, corporate social responsibility, as well as the competition and development of suppliers, ensuring comprehensiveness and effectiveness in supply chain management.

Suppliers' Lifecycle Empowerment Management Framework of TAL

First Stage: Development and Certification

In addition to the regular assessment of suppliers' basic qualifications and operational status, we also focus on their green production, quality management, and environmental protection qualifications. We pay special attention to the following aspects:

- **Environment:** Quality control, production losses, waste utilization, efficiency optimization, energy conservation, and greenhouse gas emission reduction during the production process,.;

- **Labor**: Workers' operational safety and environmental conditions, suppliers' compliance with labor laws, and whether there is any use of child labor or forced labor;

- **Business Ethics**: All suppliers entering into and collaborating with TAL Education Group must sign the "Fair Trade Commitment," "Confidentiality Statement," and anti-corruption clauses to jointly maintain transparent business operations.

Second Stage: Bidding and Utilization

- Priority is given to suppliers with comprehensive environmental protection measures, such as those using renewable energy or sustainable materials in their production processes;

- Priority is given to suppliers with a sense of social responsibility, such as those that regularly support local community development or have established social return programs;

- Priority is given to suppliers with high standards of corporate governance practices, including financial transparency and compliance.

Third Stage: Assessment and Development

Continuously conduct ESG risk identification and assessment for suppliers, and take the following measures:

- Discuss specific plans for production or service improvement with suppliers, aiming to enhance their production or service quality while helping them improve their core capabilities and empowering their environmental performance;

- Regularly organize training sessions for suppliers on systematic operations and electronic contract signing, encouraging them to participate in competition and conduct transactions through the "Future Procurement" system for fair trade and low-carbon paperless contracts;

- Hold supplier conferences themed "Negotiation and Progress, Co-creating the Future" to convey TAL Education Group's business model and commitment to social responsibility, thereby helping to enhance suppliers' sustainable production levels.

Fourth Stage: Exit and Elimination

For suppliers identified as needing improvement through assessments, we will promptly urge them to make timely corrections. If the following issues are found during the assessment, we will terminate cooperation with the supplier:

- Suppliers that do not meet social responsibility standards;

- Suppliers whose governance cannot be improved, engage in malicious competition, use illegal means to obtain competitive qualifications, or engage in collusion and other underhanded tactics to fraudulently obtain bidding qualifications;

- Non-cooperative suppliers publicly identified by other companies for engaging in bribery, illegal transactions, or other violations.

Additionally, to further protect the core interests of TAL Education Group and our suppliers, we have independently developed an anti-fraud procurement system called "Future Procurement." This system enhances online collaboration efficiency with suppliers and ensures fairness in daily procurement processes. We also regularly publish procurement announcements through the "Future Procurement" public account to attract more high-quality supplier partners.

Quantitative Results

In the fiscal year 2024, TAL Education Group had a total of 6,937 procurement suppliers, including 6,850 domestic suppliers and 87 overseas suppliers. A total of 1,630 suppliers engaged in actual business cooperation. The signing rate of the Supplier Code of Conduct reached 100%.

6,937 Suppliers

■ Procurement Suppliers

6.5.2   Suppliers Training

Case: Held Supplier Conference Themed "Hand in Hand, Co-creating the Future"

In the fiscal year 2024, TAL Education Group's Procurement Department held its first supplier conference themed "Hand in Hand, Co-creating the Future." During the conference, we shared the Group's procurement objectives, compliance requirements, and cooperation pathways with our supplier partners and recognized outstanding cooperative suppliers.Group representatives provided a detailed introduction to TAL Education Group's basic procurement principles and culture of integrity procurement. They called on all suppliers to join TAL in defending a fair competitive environment and upholding a culture of integrity. The goal is to conduct compliant and efficient procurement operations, fostering mutual success and win-win cooperation.

TAL Education Group Supplier Conference

Quantitative Results

As of the end of the reporting period, TAL Education Group conducted a total of 10 training sessions for employee integrity procurement, with 1,220 participants.

10 Sessions

■ Employee Integrity Procurement Training

ESG Key Performance Indicators Sheet

Environmental Data[1]

Indicators	Unit	FY2024	FY2023
GHG Emissions[2]			
Total GHG Emissions	tCO_2e	10,429.99	10,549.72
GHG Emission Density	tCO_2e per capita	0.72	0.81
Direct Emissions (Scope 1)[3]	tCO_2e	428.25	81.24
Indirect Emissions (Scope 2)[4]	tCO_2e	10,001.74	10,468.49
Waste Disposal			
Total Amount of Non-hazardous Waste[5]	ton	21.79	32.08
Hazardous Waste Density	kg per capita	1.51	2.45
Total Amount of Non-hazardous Waste[6]	ton	1,664.36	1,025.87
Non-hazardous Waste Density	kg per capita	115.08	78.39
Energy Consumption[7]			
Total Energy Consumption	MWh	17,538.80	18,357.94
Energy Consumption Per Capita	MWh per capita	1.21	1.40
直接能源消耗：汽油	MWh	1.11	1.84
间接能源消耗：外购电力	MWh	17,537.69	18,356.10
Resource Utilization			
Total Paper Consumption	ton	79.15	55.37
Total Water Consumption	cubic meter	120,361.11	109,943.33
Water Consumption Per Capita	cubic meter per capita	8.32	8.40

Employee Data

Indicators		Unit	As of February 29, 2024	As of February 28, 2023
Employment Status				
Total Number of Employees[8]		Person	15,000	13,100
Percentage of Employees by Gender	Male	%	37.14	39.02
	Female	%	62.86	60.98
Percentage of Employees by Age	<30	%	69.44	63.21
	30-40	%	28.15	34.74
	≥ 41	%	2.41	2.05
Percentage of Employees by Region	The Mainland of China	%	98.74	98.63
	Hong Kong, Macao and Taiwan	%	0.39	0.37
	Overseas Regions	%	0.86	1.01
Number of Employees with Disabilities		Person	102	73
Employee Turnover Rate[9]		%	29.40	41.50

1. The scope of the environmental data includes data from all TAL operation facilities in the mainland of China, i.e. the headquarters of the Group, as well as all business bases and branches. The number of employees used in the calculation of the environmental density indicators is the total number of employees in TAL as of the end of FY24.

2. Greenhouse gas inventory include carbon dioxide and hydrofluorocarbons, which are mainly from the consumption of outsourced electricity, gasoline and refrigerants. GHG is measured in carbon dioxide equivalent.

3. Direct emissions (Scope 1) include GHG emissions, primarily from the consumption of gasoline and refrigerants, emitted by businesses directly controlled or managed by TAL. The accounting of GHG emissions takes reference from the National Development and Reform Commission's Guideline of the Greenhouse Gas Emissions Accounting and Reporting for Other Industrial Enterprises (Trial). In the fiscal year 2024, TAL Education Group further standardized the statistical criteria for refrigerants, resulting in a significant increase in direct emissions (Scope 1) data compared to the fiscal year 2023.

4. Indirect emissions (Scope 2) include indirect emissions generated by TAL's outsourced electricity. The emission factor is calculated based on the 2022 national grid emission factor of 0.5703 tCO_2/MWh released by the Ministry of Ecology and Environment of the People's Republic of China.

5. Hazardous waste primarily includes discarded electronic equipment (such as servers, mainframes, switches, printers, projectors, laptops, and other electronic devices) and used toner cartridges.

6. Non-hazardous waste primarily includes household and office garbage, and is estimated based on the per capita emission coefficient. For the 2024 fiscal year, the per capita emission coefficient is referenced from Beijing's "Notice on the Release of Information on Solid Waste Pollution Prevention and Control in Beijing in 2022." The calculation formula is: Total Emissions = Per Capita Emission Coefficient × Average Daily Number of Employees. Due to an increase in the average daily number of employees in the 2024 fiscal year compared to last year, the total emissions of non-hazardous waste have increased compared to last year.

7. Energy consumption includes direct and indirect energy consumption. Direct energy consumption comes from gasoline usage, primarily for the operation of company-owned vehicles; indirect energy consumption comes from electricity used in office activities and other processes. The energy consumption is converted according to the "Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions by Enterprises in Other Industrial Sectors (Trial)" issued by the National Development and Reform Commission.

8. The total number of employees does not include part-time employees.

9. Employee turnover rate = Number of employees who left during the reporting period / [(Number of employees at the beginning of the reporting period + Number of employees at the end of the reporting period)/2] ×100%

About TAL Education Group

Chair's Message

ESG Governance

Protect the Planet

Vital Future, Supporting Employee Growth

Innovate for the Future, Driving Educational Advancement

Quality Future, Providing High-quality Products and Services

Share the Future, Build a Better Society Together

Integrity for the Future, Upholding the Compliance Bottom Line

ESG Key Performance Indicators Sheet

Report Indicator Index

Employee Data

Indicators	Unit	As of February 29, 2024	As of February 28, 2023
Diversity			
Percentage of Female Employees in the Workforce	%	62.86	60.98
Percentage of Females in Promoted Employees	%	58.83	49.54
Percentage of Females in Senior Management Team	%	30.20	28.70
Employee Health and Safety			
Number of Work-related Fatalities	person	0	1
Number of Work-related Injuries[10]	person	20	9
Training			
Number of Employees Participating in Training[11]	participation	56,969	16,976
Employee Training Participation Rate	%	57.80	47
Average Training Time Per Person	hour	3.96	5.27

Supplier Data

Indicators		Unit	As of February 29, 2024	As of February 28, 2023
Total Number of Suppliers		unit	6,937	5,926
Number of Suppliers in the Procurement Category by Region	The Mainland of China	unit	6,850	5,852
	The Mainland of China	unit	87	74

[10] In the fiscal year 2024, work injuries refer to minor injuries that occur accidentally during the commute to work or while on the job, such as joint sprains.

[11] In the fiscal year 2024, TAL Education Group further expanded its training coverage, resulting in a significant increase in the number of employee training sessions compared to the previous fiscal year.

Charity Data

Indicators	Unit	FY2024	FY2023
Total Investment in Charity	RMB 10000	1,034	615
Learning Assistance	RMB 10000	424	400
Child Care	RMB 10000	10	15
Emergency Response and Disaster Relief	RMB 10000	600	200
Total Participation of Employee Volunteering	Participation	694	592
Total Hours of Employee Volunteer Activities	Hour	1,361	651

Corporate Governance Data
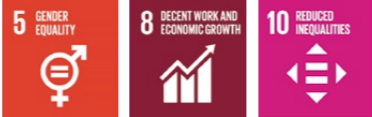
Indicators	Unit	As of February 29, 2024	As of February 28, 2023
Board of Directors			
Number of Board Members	person	5	5
Independent Directors	person	3	3
Female Directors	person	1	1

Indicators	Unit	FY2024	FY2023
Intellectual Property Management			
Number of New Patents	piece	125	256
Number of New Trademarks	piece	249	335
Newly Acquired Software Copyrights	piece	55	34
Number of New Patent Applications	piece	328	302
Number of New Software Copyright Applications	piece	55	34

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ESG Key Performance Indicators Sheet

Report Indicator Index

Report Indicator Index

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Reporting Framework	GRI Standards	SDGs
Innovate for the Future, Driving Educational Advancement		
Science and Education Supporting for Enrichment Learning		
Technology Empowering Efficient Learning		(SDG 4, 9, 10, 12, 17 icons)
Innovation Driving Global Development		
Create a Digital and Intelligent Education Ecosystem		
Quality Future, Providing High-quality Products and Services		
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Reader Feedback		

Reader Feedback

Your feedback is important for continuously improving TAL's environmental, social, and corporate governance performance and will serve as an important reference for our ESG management. We sincerely appreciate your valuable suggestions on this report and the ESG report for the fiscal year 2025 (March 1, 2024, to February 28, 2025), despite your busy schedule.

Please scan the QR code to fill out the questionnaire

Thank you for taking the time to provide your feedback on the themes and issues of this Report and the FY24 ESG report (March 1, 2024 to February 28, 2025).

1. Which of the following types of stakeholders do you fall into?

□ Government and regulatory authorities　　□ Shareholders and investors

□ Customers　　□ Employees　　□ Suppliers　　□ Trade or commercial associations

□ Media　　　□ Local Community　　　　□ Others: _____

2. Do you think this Report fully reflects TAL's ESG performance?

□ Agree　　　　□ Somewhat agree　　　□ Disagree

3. Do you think this Report fully addresses the expectations and demands of TAL stakeholders?

□ Agree　　　　□ Somewhat agree　　　□ Disagree

4. Do you think the quantitative information disclosure in this Report is objective, truthful and valid?

□ Agree　　　　□ Somewhat agree　　　□ Disagree

5. Do you think the textual representation of this Report is clear and easy to understand?

□ Agree　　　　□ Somewhat agree　　　□ Disagree

6. Do you think the layout of this Report facilitates understanding of the information?

□ Agree　　　　□ Somewhat agree　　　□ Disagree

7. Which content do you wish to see more of in the TAL FY2025 ESG report?

□ Management approach illustrations　　□ Charts and Data　　　□ Cases

□ Features　　　□ Pictures　　　　　□ Others: _____

8. In the TAL FY2025 ESG report, you would like to add the following topics:

□ Environmental protection, specifically: _____

□ Corporate social responsibility, specifically: _____

□ Corporate governance, specifically: _____

□ Economic growth, specifically: _____

□ Other topics, specifically: _____

9. Do you have any other comments and suggestions on TAL ESG management and ESG reporting?

_____