金山办公
KINGSOFT OFFICE
Inspire Wisdom.

2025
SUSTAINABILITY
REPORT

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Chairman's Statement

The year 2025 marks the sixth year that Kingsoft Office has fully pursued the concept of sustainable development. Over the past six years, we have witnessed industrial evolution and transformative changes of the times. We have not only achieved technological breakthroughs and gained market recognition, but also gained a profound understanding of the responsibilities and missions of a national software enterprise. We are committed to deeply integrating sustainable development into the Company's development strategy, and have always believed that corporate sustainable development is by no means an isolated growth, but a mutual journey toward social progress and environmental harmony.

Compliance governance is the foundation for the Company's sustainable development. We have progressively deepened our three-tier governance structure comprising the Board of Directors' Strategy Committee, the Management Layer, and ESG-related functional departments. We have strengthened the Board's strategic guidance and regular oversight of ESG affairs to ensure that the sustainable development strategy advances in tandem with business objectives. We focus on compliance, risk control and employee ethical development, conducting risk identification and special training to build a compliance ecosystem featuring full-process control and employee-wide participation, so that integrity becomes embedded in the corporate DNA.

Technological innovation is the core engine driving value creation. As a pioneer and leader in China's office software industry, the Company has further clarified its development approach of pursuing "Office AI reconstruction and upgrading" alongside "AI Office native exploration". On the one hand, the Company promotes the full intelligent upgrade of its existing WPS component ecosystem, deeply integrating AI capabilities into high-frequency office scenarios such as content creation, formatting, data analysis and presentation generation, so as to improve efficiency at the tool level. On the other hand, the Company has launched the exploration of a native office form centered on intelligent agents. Through task understanding, process orchestration and multi-model scheduling mechanisms, it reconstructs office interaction modes and collaboration workflows, driving office software to evolve from functional tools to intelligent agents. This strategy not only ensures the steady growth of the Company's existing business scale and profitability, but also enables the Company to establish a forward-looking layout in the competition for the next generation of office forms. The Company has consolidated our core competitiveness through technological innovation and upheld a global vision to fulfil our ESG responsibilities, steadily advancing toward our vision of becoming a "global leader in office services". We have always stuck to the bottom line of global compliance. The WPS Office mobile application strictly adapts to privacy and data security regulations in various countries and regions, establishing an operation system featuring localized adaptation and global compliance. We have jointly built a security ecosystem with several leading domestic security vendors. While expanding overseas, we deliver the concepts of low-carbon development, inclusivity, and compliance, enabling Chinese software services to gain global recognition.

Green development is our unwavering pursuit. We have integrated the low-carbon concept into product design and built a green office product matrix. Centered on online collaboration via Kingsoft Teams, encrypted cloud archiving by WPS Office, and cloud-based interaction through Kingsoft Meeting, our solutions cover full office scenarios, reducing paper reliance, cutting business travel energy consumption, and lowering our carbon footprint. Relying on the WPS 365 platform, we provide customized solutions for multiple industries to empower energy efficiency upgrades, and work with partners to build a green office ecosystem. During the year, as a key drafting entity, we participated in formulating relevant group standards for greenhouse gas accounting in cloud document office scenarios, leading green practices across the industry. Meanwhile, we have deepened refined energy management. By upgrading park facilities and adopting green server rooms, we have optimized our energy consumption structure. Leveraging AI algorithm optimization and independently developed GPU cluster technology, we reduce carbon emissions at the source, injecting impetus into green development through technological innovation.

Employees are the most valuable resources of Kingsoft Office. Guided by the people-centric philosophy, we are committed to creating a healthy, positive, equal, respectful, inclusive and win-win work atmosphere, helping every employee achieve their self-worth. In 2025, we expanded talent attraction pathways across multiple dimensions, attracting nearly 230,000 job applications throughout the year. We deepened industry-university-research collaboration with 26 universities, having cultivated and recruited more than 830 outstanding talents in total, and received multiple authoritative employer awards. We improved our talent development system by holding 264 offline training sessions and adding 62 new courses to the online platform, achieving 100% employee training coverage with an average of 7.4 learning hours per capita. We have continuously improved our incentive and promotion mechanisms, including 30% of core employees in the equity incentive plan, and established dual promotion pathways for management and professionals. The "Talent Flow Program" has helped nearly 100 employees achieve cross-departmental development. We have kept optimizing the workplace environment, upgrading occupational health management and a diversified benefit system, so that "employees' pride" becomes a distinctive hallmark of the company's development.

Shared value is our unwavering responsibility. Guided by our philosophy of "open integration and shared value", we took multiple steps in 2025 to fulfil social responsibilities and empowered high-quality social development through inclusive technology. We are committed to education digitalization, providing 1 million WPS 365 Education Edition accounts to more than 20 million teachers and students from 200 colleges and universities nationwide, covering 75% of China's "Double First-Class" universities. The total downloads of Docer education resources reached 210 million. Furthermore, we launched the "Intelligence Office Project for the Education Industry". Over the next three years, the Company will allocate a special fund of RMB 1 billion, covering five major areas including vocational education and higher education, to continuously expand the reach of WPS 365 Education Edition. We also promoted inclusive education projects overseas. Through the China-Mozambique vocational education program, we benefited 100,000 African students, expanding the global reach of inclusive technology. We devoted ourselves to rural revitalization, donating 9,987 education accounts to 19 key counties, and building information technology innovation classrooms in border areas, serving more than 4,000 students. We are lighting up the path to educational equity with technology.

Looking ahead to 2026, we will always remain true to our original intention of "making the best national software" and fulfil our mission of "simple creation, easy expression, and the realization of value links". We will continue to deliver an office experience that exceeds expectations, empower the low-carbon transformation of all industries through digital intelligence, and strive to become a company that users love, employees are proud of, and society respects. We will enable Chinese software services to demonstrate greater value on the global stage!

Chairman
Zou Tao
Mar. 25, 2026

About Kingsoft Office

Company Introduction

Beijing Kingsoft Office Software Company Limited (688111. SH) is a leading office software and service provider in China, which is mainly engaged in the design, research and development, sales, and promotion of WPS Office software and services. On Nov. 18, 2019, it was listed on Shanghai Stock Exchange. Kingsoft Office has independently developed its main software products and services, and owns the independent intellectual property rights to core technologies. Adhering to the brand concept of "Inspire Wisdom", we have continuously deepened our expertise in the office sector over the past 37 years. From pioneering the era of Chinese character processing in computing, to achieving breakthroughs in key technological fields including typesetting, spreadsheet calculation, animation rendering, online collaborative editing, secure documents, collaborative data sharing and artificial intelligence applications, we have successfully built a comprehensive service system of cloud, collaboration and AI-powered office applications, leading the industry's evolution toward

smart and collaborative office. We have always been user-centric, committed to providing secure, intelligent and efficient office solutions for individuals and organizations. We help individual users enhance creative expression and work efficiency, and empower enterprise users to pursue deeper digital transformation and more robust compliance governance. We continue to explore technological innovation and scenario integration, striving to define the new future of work.

In 2025, the Company stayed committed to its core strategies of "AI, collaboration, and internationalization", focused on the core segment of AI-powered office, and built a product system tailored to the needs of individual and enterprise users. Upholding innovative ideas, the Company continuously iterated its products, refined solutions, enhanced the practical application of AI office solutions, and further consolidated its market advantages in the AI office sector.

WPS Individual Edition, a one-stop office application service platform for individual users, provides comprehensive cross-platform coverage through WPS Office for PC (available for Windows, macOS, Linux and HarmonyOS) and for Mobile (available for Android, iOS and HarmonyOS). The product is equipped with rich built-in components such as smart documents and multi-dimensional tables, and supports real-time collaborative editing by multiple users, satisfying the diverse office needs of individual users. Notably, the

WPS HarmonyOS edition achieved rapid growth. In 2025, WPS became the Top 1 application on HarmonyOS PC devices.As a new-quality-productive-forces platform, WPS 365 integrates WPS Office, WPS Teams and WPS AI Enterprise Edition, and has pioneered an integrated model of "Document + Teams + AI". Centered on "unified tools, teams and management", it provides one-stop services including document creation, meetings and AI applications, empowering enterprises with efficient collaboration and digital upgrading. In 2025, guided by the core principles of integration, intelligence and internationalization, the Company continued to upgrade and iterate WPS 365. Meanwhile, the Company has jointly built collaborative office solutions with overseas partners to effectively support global integrated office across regions and languages. During the reporting period, industry expansion and international layout achieved simultaneous breakthroughs. WPS AI has fostered a two-way integration of AI-enabled software and AI-native software, developing functions such as AI document revision and voice assistant. It has achieved a leap from tool-based applications to collaborative agents, leading new practices in AI-powered office work.

In 2025, driven by breakthroughs in core technologies, the Company successfully built an office application and service system integrating cloud, teams and AI, creating a new model of smart office and delivering a brand-new smart office experience to users. As at the end of the reporting period, Kingsoft Office had served more

than 220 countries and regions around the world. The number of monthly active devices for WPS had reached 678 million, an increase of 7.29% year-on-year with 329 million in the PC version of WPS Office, up 13.18% year-on-year; and 349 million in the mobile version of WPS Office, up 2.28% year-on-year. WPS AI now boasts a monthly active user base of over 80.13 million, representing a year-on-year increase of 307%. The daily average token calls generated by WPS AI services have exceeded 200 billion, marking a more than 12-fold growth compared to the same period last year. Kingsoft Office provides office products and services to a wide range of industries, including party and government organs, finance, energy, aviation, healthcare, education, and other important fields. As at the end of the reporting period, revenue from software and services related to core technologies accounted for over 99% of the total operating revenue.

Kingsoft Office Mission, Vision, Core Values

Mission

Simple creation, easy expression, and the realization of value links

Interpretation: As the leading office service provider in China, Kingsoft Office's mission is not only to make users' work and learning easier and more efficient, but more importantly, we believe that everyone has a unique wisdom, and every thinking and creation has extraordinary value. Therefore, we must help users express these ideas easily and perfectly, showing the unique charm of each person, and connect these wisdoms, pass them on, and create more possibilities.

Core Values

User first, commitment to innovation, integrity, optimism and tenacity

Vision

We will become a company that users love, employees are proud of, and society respects, providing users with an incredible office experience that exceeds expectations, and becoming a global leader in office services.

Interpretation: In the next ten years, we will use better service and advanced technology to provide users with a relaxed and efficient office experience. To be a company that understands users best, truly create value for users, and win the love and trust of users, we want to provide the best platform for employees, where they can continue to learn, break through, grow, fully show themselves, and share every achievement with the company; we must always adhere to the original intention of "making the best national software", so that China's office software and services can go to the world and become a leader in global office services.

Milestones of Kingsoft Office

1989
Founder of Kingsoft, Qiu Bojun announced the launch of WPS1.0.

2005
Code rewriting, fully compatible with MS Office, free individual edition announced

2007
WPS made inroads into the Japanese market and enabled internationalization processes.

2001
Successfully achieved the first order for government procurement.

2011
WPS mobile application released.

2015 年
One-Stop WPS+ Cloud Service released.

2017
WPS Office surpassed 100 million monthly active users on both PC and mobile; WPS Office Thai version was released in Bangkok.

2012
WPS surpassed the standard of "Important projects of core electronic devices, high-end general chips, and basic software". [1]

2018
Kingsoft Office held the "Simple·Creative·Remarkable: Cloud AI-Future Office System Conference; WPS Office 2019 Announced.

2020
Kingsoft Office Software became the official collaborative office software supplier for the Beijing 2022 Winter Olympics and the Paralympics; KDocs became the official and exclusive office software supplier for the Chengdu 2021 FISU World University Games Summer; Kingsoft Office officially released "Mission·Vision·Core Values"; WPS Office was included in the National Computer Rank Examination; The WPS "CHAO" office conference was held, during which the new company product strategy "Kingsoft Teams" was released.

2019
WPS Office for Mac OS was officially released; Kingsoft Office Software was successfully listed on the SSE STAR MARKET, with the stock code 688111.

2021
Kingsoft Office announced the brand renewal and launched a new brand slogan: Inspire Wisdom; Kingsoft Office held the 2021 Kingsoft Digital Office Conference and released the "Kingsoft Digital Office Platform" with strategic significance.

2022
Accomplished "Border trilogy", after the Mongolian and Tibetan versions and other ethnic language product applications were released, we released the WPS Viharko version; Released WPS Official Document version, Kingsoft Office Dark Horse Proofreading V30; Completed the cooperation document guarantee of the Beijing 2022 Winter Olympics and the Paralympics with zero accident.

2023
WPS AI released and started public beta testing, applying large language models to restructure office software, achieving a pioneering implementation of AI in the domestic office sector; WPS Office domestic individual edition officially discontinued third-party commercial advertising; Kingsoft Office Northeast Asia Cooperation headquarters was established in Harbin, creating a digital office cooperation center hub for the Kingsoft Office in Northeast Asia; WPS 365 provides customized collaboration office software and security control for the Chengdu 2021 FISU World University Games Summer under the characteristics of the event.

2024
New-quality-productive-forces office platform WPS 365 was officially launched, ushering in an era of one-stop AI office for enterprises and becoming the official collaborative office software of the Chinese sports delegation at 2024 Paris Olympic Games; The WPS HarmonyOS edition made its debut and entered public beta testing; WPS AI 2.0 was unveiled at the World Artificial Intelligence Conference; Kingsoft Office introduced its official mascot, Jin Xiaomeng, and opened its first official mascot-themed cultural and creative store; Additionally, Kingsoft Office released its first large-scale vertical domain model.

2025
In 2025, the WPS International Version was released, further deepening its global ecosystem layout; at the 2025 World Artificial Intelligence Conference, WPS AI 3.0 - WPS Lingxi - was launched, featuring four core functions: Lingxi Canvas, AI PPT, Lingxi Voice Assistant, and the WPS Knowledge Base; the Company also developed Government Affairs Model Enhanced Version to be compatible with the Kingsoft AI Stack for Government, achieving an integrated closed-loop service encompassing "model - application - hardware".

1. Important projects of core electronic devices, high-end general chips, and basic software, i.e. He Gao Ji.

Honors and Key Performance Indicators

Industry Honors

Kingsoft Office was selected into the "Top 50 STAR Market Value Companies" chosen by CMG and the Shanghai Municipal People's Government.

WPS Lingxi was recognized as "Treasure of the Museum" of 2025 World Artificial Intelligence Conference (WAIC).

Kingsoft Office was selected for the 2025 Forbes China Go-international Series Top 30.

Kingsoft Office has been named to *Fortune*'s Most Admired Chinese Companies list.

Kingsoft Office's "WPS AI Document Insight Algorithm Technology Framework" won "2025 Image and Graphics Innovative Technology Gold Award" awarded by the China Society of Image and Graphics.

Kingsoft Office was recognized as "Best Technology Innovation Award" at PT Expo China 2025 (PTEXPO).

Kingsoft Office won the "Golden Bull Award for New Quality Enterprises" issued by China Securities Journal.

WPS AI was included as a benchmark product in general textbooks on artificial intelligence for colleges and universities.

Kingsoft Office ranked first in the Information Technology Innovation Office Software List selected by China Internet Weekly.

ESG Honors

Kingsoft Office was selected for the Beijing Sustainable Information Disclosure Pilot Enterprise List.

Kingsoft Office was awarded an AA rating in the MSCI ESG Rating.

Kingsoft Office won "Industry Mover" of S&P Global Corporate Sustainability Assessment (CSA) Score 2024 and was selected into China Yearbook.

Kingsoft Office received the "ESG Outstanding Pioneer Excellence Award (Chinese Mainland)" from the Hong Kong Quality Assurance Agency (HKQAA), as featured in Hong Kong's *Ming Pao Daily News*.

Kingsoft Office was selected for the *2025 China ESG Best Practices Cases of Listed Companies* with its practice themed "Unleashing the Momentum of New Quality Productive Forces, Charting a Sustainable Course for Enterprise Digitalization" published by the China Association for Public Companies.

Kingsoft Office was selected in *Green Transformation Practice Report of Chinese Enterprises* for its case named "Digital Intelligence Empowers Office, Driving Green and Low-Carbon Transformation" at the 30th Conference of the Parties to the UNFCCC (COP 30).

Kingsoft Office won the "InnerSource Innovation Award" at the InnerSource Summit China 2025 for its InnerSource practice model characterized by "engineer culture, rapid coverage, and company-wide participation".

Highlights of Sustainable Development Performance in 2025

Kingsoft Office was included for the first time in the S&P Global's *Sustainability Yearbook 2026* in recognition of its outstanding performance in the field of sustainable development.

S&P Global

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Beijing Kingsoft Office Software, Inc.
Software

Sustainability Yearbook Member

Corporate Sustainability Assessment (CSA) 2025

57/100 | Score date February 11, 2026 | For terms of use, visit www.spglobal.com/yearbook

Intelligent Office and Renewed Experience

678million
The number of monthly active devices of major products reached

220
Serving more than 220 countries and regions

329million
The number of monthly active devices of WPS Office PC version reached

349million
The number of monthly active devices of WPS Office mobile version reached

RMB**2.095**billion
R&D investment

23.57%
R&D investment increased by 23.57% over the same period last year

35.34%
R&D expense ratio

164
The annual number of invention patent applications reached

1,382
The cumulative number of invention patent applications reached

2
Internal security audits

6
External security audits

4
internal and external attack and defense drills were conducted

100%
Responded to 100% of product complaints

97.8%
User satisfaction rate though human-assisted service channel of

Low-Carbon Operations and Green Development

290 billion

（up 12.98% year-on-year）

Up to now, the cumulative number of cloud documents uploaded by WPS domestic individual users through the public cloud

1,450 billion papers

If calculated based on an average of 5 printing paper pages save per cloud document, the total amount of paper saved by users through the use of online office

32 million trees

To produce this amount of paper would require the consumption of approximately

100 %

This year, 100% of end-of-life servers and switches of the Company will be disposed of by qualified recyclers in a compliant manner

1,841,486 copies

This year, Kingsoft Office's internal employees used WPS 365 to send

74,818

This year, Kingsoft Office's internal employees used WPS 365 to complete

520,000 Kingsoft meetings

This year, Kingsoft Office's internal employees held 520,000 Kingsoft meetings

40.30 million minutes

This year, Kingsoft Office's internal employees have a total meeting time of

16,518.49 tons of CO2 equivalent

This year, the total greenhouse gas emissions (Scope 1, Scope 2, Scope 3) amounted to

Employee Centric and Value Driven

6,385

The total number of employees is

100 %

Employee training coverage reached

32.20 %

of which 32.20% are female

264

with 264 offline training sessions

100 %

Employee performance appraisal coverage reached

377,893 hours

a total of 377,893 hours of class time

Intelligent Inclusion to Hold Shared Responsibility

Business Ethics

166

Kingsoft Office engaged 166 employee volunteers

245million

WPS Office's overseas products achieved a monthly active device count reaching

2.59million

With continuously expanded education resources, the number of core resources such as test papers, lesson plans, and courseware included in Docer has reached

3years

Business ethics audits cover all business lines of the Company every

5

in 5 public welfare activities

62million

with ASEAN countries contributing over 62 million

100%

100% of employees are covered in business ethics training (including full-time employees, interns, part-timer employees, and third-party contracted workers)

RMB 60,000
in social contributions

allocating approximately

20 million college teachers and students

WPS 365 Education Edition has served over

100%

Signing rate of the *Kingsoft Office Employee Integrity Commitment* Letter among new employees reached

1.92million

Approximately RMB 1.92 million was invested in rural revitalization

210million

The total annual number of downloads of Docer education resources reached

Corporate Governance

Kingsoft Office strictly adheres to the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Shanghai Stock Exchange Science and Technology Innovation Board Stock Listing Rules* and other relevant laws and regulations, as well as normative documents to formulate the Articles of Association and internal control systems. The Company continuously improves its corporate governance structure, and elevates its governance efficiency to standardize operations. Rooted in compliance with the law, Kingsoft Office has formed a scientific governance mechanism with clear responsibilities and operational efficiency.

The Company's shareholders' general meeting, the Board of Directors, and the supervisory board operate according to the law, with each functional department having clear divisions of labor and effective coordination. The Board of Directors has established four specialized committees: the Strategy Committee, Audit Committee, Nomination Committee, and Compensation and Assessment Committee, which provide strong guarantees for standardizing corporate governance, strengthening daily management, and making decisions on significant matters. Kingsoft Office's internal control systems are comprehensive, operations are standardized and orderly, issues are regularly identified and targeted for improvement, and the Company actively promotes the formation of a long-term mechanism for internal control evaluation.

In 2025, Kingsoft Office held

7

Board of Directors' meetings, with all members in attendance. The board deliberated, made decisions, and approved matters related to the Company's operations and development.

Governance of the Board of Directors

Board Governance

The Board of Directors, as the permanent decision-making body of the Company, is responsible to the shareholders' general meeting. According to the *Company Law of the People's Republic of China* and the *Articles of Association* of the Company, the Board of Directors makes effective resolutions on the assessment and selection of senior management personnel, major production and operation plans, investment proposals, basic management systems, etc. Independent directors play an active role in improving the corporate governance structure and protecting the interests of minority shareholders.

Kingsoft Office values a diverse composition of the Board of Directors. The Nomination Committee considers various factors when nominating candidates, including but not limited to gender, age, cultural and educational background, professional experience, skills, knowledge, and tenure. Current board appointments are based on the principle of "hiring talent for their abilities", ensuring that the Board of Directors possesses the skills, rich experience and diverse opinions needed for the business. The implementation of the board's diversity is regularly reviewed and supervised.

The current Board of Directors of the Company includes 1 female director, 1 director with a master's degree, and 1 director with a doctoral degree. All members have extensive industry experience, covering fields such as computer science, business administration, social sciences, intellectual property, law, financial management, and investment operations.

Information on Board Members

9

In 2025, Kingsoft Office has a total of 9 board members

3

independent directors

6

executive directors

List of Board Members and Composition of the Specialized Committees

Board Members	Strategy Committee	Audit Committee	Nomination Committee	Compensation and Assessment Committee
Lei Jun	√	/	/	/
Zou Tao	√	√	√	√
Qiu Bojun	/	/	/	/
Ge Ke	/	√	/	/
Zhang Qingyuan	√	/	√	√
Yao Dong	/	/	/	/
Ma Yide	/	√	√	√
Fang Aizhi	√	√	√	√
Wang Yuhua	√	√	√	√

Business Ethics

Kingsoft Office adheres to business ethics and always takes the business philosophy of integrity and compliance. We strictly comply with the *Company Law of the People's Republic of China,* the *Anti-Monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Interim Provisions on Prohibition of Commercial Bribery,* and have formulated internal systems such as the *Code of Business Conduct* and the *Kingsoft Office Employee Handbook*. In accordance with the *Code of Business Conduct*, the Company comprehensively advances the development of a business ethics management system, covering contents of anti-corruption, anti-discrimination, prevention of information leaks, conflict of interest avoidance, anti-monopoly, anti-money laundering, insider trading prevention, and whistleblower protection. This aims to build a national software brand that exemplifies legal compliance, integrity, trustworthiness, and independent innovation.

Kingsoft Office complies with anti-commercial bribery and anti-corruption agreements and laws in all jurisdictions where it operates. The Company has formulated relevant internal management systems and specifications, including the *Kingsoft Office Anti-Fraud System*, the *Kingsoft Office Red Line Management Regulations*, the *Guidelines for Reporting Integrity*, the *Anti-Monopoly Compliance Guide*, the *Anti-Commercial Bribery Compliance Guide* and the *Bidding Compliance Guide*, ensuring that all business activities are conducted with fairness, integrity, and transparency.

Business Ethics Management Structure

The Audit Committee of the Board of Directors of Kingsoft Office bears the ultimate oversight responsibility for business ethics issues such as anti-commercial bribery, anti-corruption and anti-fraud, and receives quarterly reports on business ethics from the Business Ethics Working Group. The Company's Business Ethics Working Group is led and coordinated by the CEO. The Audit and Supervision Department is responsible for business ethics within the Company at the execution layer, including conducting business ethics audits, receiving reports of business ethics violations, and investigating the Company's anti-commercial bribery, anti-corruption, and anti-fraud efforts. The relevant work is jointly promoted by the Legal Compliance Department, the Finance Department and the Human Resources Center.

Kingsoft Office Business Ethics Management Structure

Board of Directors' Audit Committee

Coordinate | Supervise | Guide | Report to

Business Ethics Working Group

CEO

Audit and Supervision Department

Legal Compliance Department | Human Resources Department | Finance Department

Promoted in a coordinated way

Business Ethics Supervision and Management

The Kingsoft Office Business Ethics Working Group conducts audits on the compliance of business ethics in key risk departments every six months and supervises the execution of business ethics to ensure the effective operation of the Company's business ethics management system.

The Company require employees to comply with *Kingsoft Office Red Line Management Regulations,* defining Top 10 red lines that include fabricating information, soliciting and accepting bribes, unauthorized activity, neglect of duty, disclosure of secrets, and irregularities in bidding, among others, and we seriously investigate violations of these regulations.

Top 10 Red Lines of Kingsoft Office

Top 10 Red Lines

- Seeking Personal Gain
- Interference with investigations
- Irregularities in Bidding
- Conflict of Interest
- Disclosure of Secrets
- Soliciting and Accepting Bribes
- Commercial Bribery
- Fabricating Information
- Neglect of Duty
- Unauthorized Activity

Reporting and Handling Process

Kingsoft Office has established diversified reporting channels to facilitate comprehensive oversight from both internal and external stakeholders. We encourage all relevant parties, including individuals and organizations, to report suspected ethical or disciplinary violations, such as bribery, corruption, or fraud, via various channels, including email, a reporting hotline, in-person reporting, or written complaint, either anonymously or with real names, to the Company's Audit and Supervision Department.

Reporting Email: jubao@wps.cn

Reporting Hotline: 010-62927777 ext. 5999

Reporting Letter: Kingsoft Office Audit and Supervision Department, Kingsoft Software Building, No. 33 Xiaoying West Road, Qinghe Sub-district, Haidian District, Beijing

The Company continuously refines its reporting and handing mechanisms, ensuring that reporting channels remain accessible and that all reports are investigated promptly, impartially, and with timely feedback provided. Below is an overview of Kingsoft Office's business ethics reporting and handling process:

Reporting and Acceptance

We specify the relevant regulations for whistleblower protection in the *Code of Business Conduct*, the *Kingsoft Office Anti-Fraud System*, the *Guidelines for Reporting Integrity,* etc. In instances where whistleblower confidentiality is compromised or retaliation is taken, the severity of the misconduct will be evaluated, and those responsible may be referred to judicial authorities for further action. This year, Kingsoft Office has had no instances of employees facing dismissal, demotion, suspension, intimidation, harassment, or any other unfair treatment due to lawful reporting, nor have there been any retaliatory actions against external whistleblowers.

Incident Investigation

The Business Ethics Working Group promptly investigates reports received, performing fact-checking, interviews, and other investigative procedures. When required by the judiciary, the Business Ethics Working Group hires external professional organizations to obtain evidence of illegal, irregular, or disciplinary violations, ensuring that every case is thoroughly investigated and supported by concrete evidence, committing to the principle of "investigate when necessary, ensure factual accuracy in investigations".

Case Handling

Once a case is verified, we will issue handling opinions or accountability suggestions according to the relevant internal systems and deal with the involved personnel internally or refer them to judicial authorities, if necessary. The results of the handling will be communicated to full-time employees, interns, part-time staff, and third-party dispatched contract workers (hereinafter referred to as all employees).

Business Ethics Linking to Performance

To ensure that employee conduct aligns with the Company's business ethics compliance standards, Kingsoft Office has built a complete performance assessment system. Key indicators from the *Code of Business Conduct* and *Employee Code of Conduct* are incorporated into the performance and compensation assessment system. The *Employee Code of Conduct* is deeply integrated into the values assessment, focusing on core dimensions such as integrity behavior and compliance awareness. It complements indicators in the Code of Business Conduct, such as integrity in business activities and adherence to corporate values, comprehensively covering employees' professional behavior and value orientation. The results of this assessment are directly linked to employees' performance scores and compensation adjustments. Should an employee fail to meet the required standards in the values assessment, it will have a significant impact on their overall performance outcome. This mechanism guides employees to consciously adhere to behavioral norms and enhances the Company's internal business ethics and compliance levels. Additionally, we enforce a zero-tolerance policy toward bribery and corruption. Any breach of the prohibited behaviors stipulated in the *Code of Business Conduct* will result in disciplinary measures against the implicated employees by the Company, which may include warnings, reductions or cancellation of performance assessment scores, or even termination of employment.

Business Ethics Audit

Kingsoft Office's audits of business ethics across all business lines are conducted every three years to ensure that all operations comply with business ethics compliance standards.

This year, the Company has implemented specialized audits as detailed below

Audit Type	Audit Plan
Audit of business units and subsidiaries	The Company conducted audits focused on commercial bribery and corruption risks across five high-risk business units and two subsidiaries. A thorough review of identified issues was undertaken to ensure effective remediation.
Sales employee audit	To address bribery and corruption risks in critical roles, the Business Ethics Working Group carried out seven specialized audits involving 86 sales employees serving both individual and enterprise customer markets. The audit findings have been escalated to the Company's management layer, and their respective business units were directed to implement corrective actions.

Note: During the reporting period, the Company did not experience any significant incidents of commercial bribery or corruption, including incidents involving dismissal or disciplinary action against directors, management or employees for commercial bribery or corruption, investigation by the relevant authorities, termination or non-renewal of contracts with business partners, and litigation cases against the Company or its directors, management or employees for commercial bribery or corruption.

Business Ethics Training

The Company conducts regular business ethics training for all employees. This year, we organized 23 business ethics training sessions, covering 9 directors, 707 management personnel, and 5,678 employees, ensuring participation by the Company's all directors, management personnel and employees.

The Company has constantly explored online integrity training models. We developed video training courses compiling the Company's various compliance systems and uploaded them to the internal learning platform for all employees. Additionally, we utilized the Company's internal magazine and the enterprise office platform "Kingsoft Teams" to publish anti-commercial bribery compliance articles and compliance information and conducted anti-commercial bribery training for all employees of the Company.

All new employees are required to sign the *Kingsoft Office Employee Integrity Commitment Letter* we have formulated. Also, they should complete integrity culture courses during their onboarding training. These courses include the *Kingsoft Office Anti-Fraud System*, the *Kingsoft Office Red Line Management Regulations* and other relevant systems. Employees must also pass related examinations to ensure a thorough understanding of the Company's compliance requirements. We also focus on training for employees in high-risk positions. This year, we conducted online and offline specialized training on integrity for new employees in the Sales Department, with 295 participants.

Anti-Unfair Competition

Kingsoft Office strictly adheres to laws and regulations such as the *Company Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Anti-Monopoly Law of the People's Republic of China*. We have established internal systems on anti-unfair competition, including the *Code of Business Conduct, Anti-Monopoly Compliance Guide, Anti-Commercial Bribery Compliance Guide*, and *Bidding Compliance Guide*. The *Code of Business Conduct* mandates that employees exercise prudent judgment and actions in research and development, pricing, and sales of products and services, and distribution channel expansion, avoiding any monopolistic agreements with competitors.

The Company has built a complete anti-unfair competition and anti-monopoly compliance system, including a dedicated anti-monopoly compliance department that regularly reports to management layer on the Company's anti-unfair competition and anti-monopoly work results. This anti-monopoly compliance department is responsible for developing and refining anti-unfair competition and anti-monopoly systems, providing compliance advice for daily operations, organizing anti-monopoly compliance training, and overseeing business processes and compliance management.

This year, the Company conducted two anti-monopoly compliance, anti-commercial bribery, and compliance in bidding and tendering training sessions for frontline sales staff in roles closely related to anti-monopoly practices, covering a total of 295 participants. Through typical case studies, the training clarified anti-monopoly related concepts and common situations such as anti-monopoly agreements and abuse of market dominance, while strictly prohibiting employees from engaging in any agreements, decisions or other cooperative behaviors that exclude or restrict competition. Following the training, the Company evaluated the training results through examinations, with all participants achieving a passing score.

In the current year, the Company did not face any litigation or major administrative penalties resulting from unfair competitive practices.

In 2025, 100% of new employees signed the *Kingsoft Office Employee Integrity Commitment Letter.* **100**%

Co-building a Transparent Value Chain

Kingsoft Office is committed to building honest and transparent business partnerships, placing high importance on the supplier integrity management. We strive to collaboratively establish a transparent and healthy industry chain with the partners. We have established the *Kingsoft Office Large-Scale Material Procurement Management System*, which specifies the conditions for selecting suppliers and rejects cooperation with those who have a history of unethical business practices. The *Code of Business Conduct* explicitly require all business partners, including suppliers and agents, to sign commitments or agreements related to integrity and honesty, such as the *Kingsoft Office Integrity Agreement*. These documents clearly stipulate the integrity responsibilities and obligations of both parties, thereby safeguarding their respective legal rights and interests.

In the current year, we conducted two agent channel meetings to reinforce the Company's zero-tolerance policy toward any form of commercial bribery and to communicate the Company's requirements in the *Kingsoft Office Integrity Agreement* to be signed by agents. Anti-corruption promotional cards were distributed to participating entities, outlining prohibited behaviors such as any form of commercial bribery and transactions between partners and employees directly involved in business operations. Furthermore, we provided agents and suppliers with the Company's reporting contact information to foster a collaborative approach to integrity management.

As a member of the "Sunshine Integrity Alliance", Kingsoft Office actively communicate and discuss integrity and compliance issues with other members of the alliance. We work together to enhance the ability of alliance members to fulfill their responsibilities and to build their employees' professional ethics, creating a business environment based on integrity. Kingsoft Office aims to work with value chain partners to constantly improve industry business ethics standards, promote a culture of integrity and compliance, and build an accountable and clear business environment.
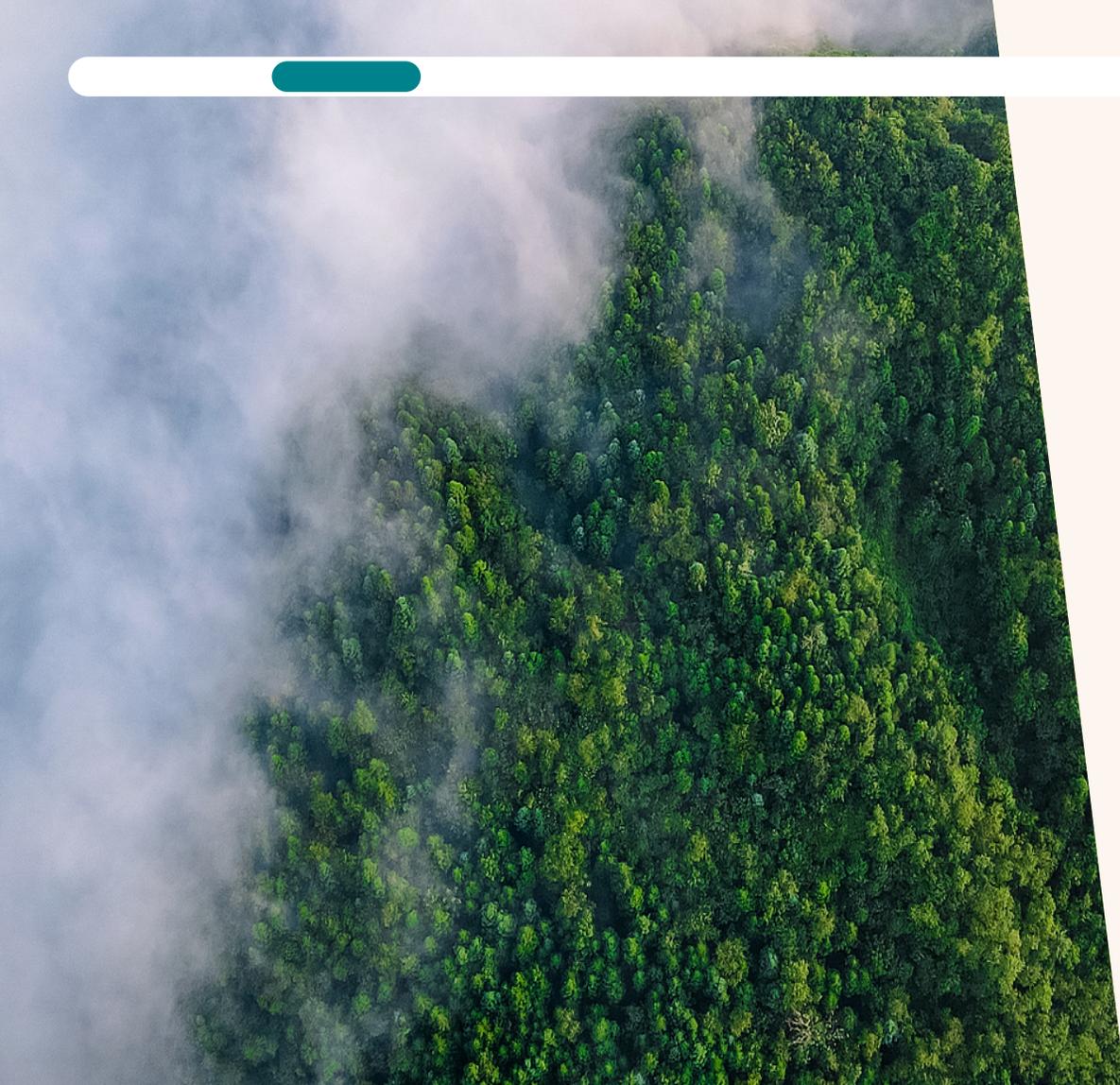
Sustainability Management

Sustainability Governance Structure

Kingsoft Office is committed to promoting the Company's sustainable development and creating long-term value for all stakeholders. We continued to improve our sustainability governance structure, and strengthen the Board of Directors' supervision of ESG affairs, in order to ensure the effective implementation of ESG-related work plans. Currently, the Company has formed a three-tier governance structure consisting of the Board of Directors' Strategy Committee, company management, and ESG-related functional departments, which operate collaboratively and with clear responsibilities.
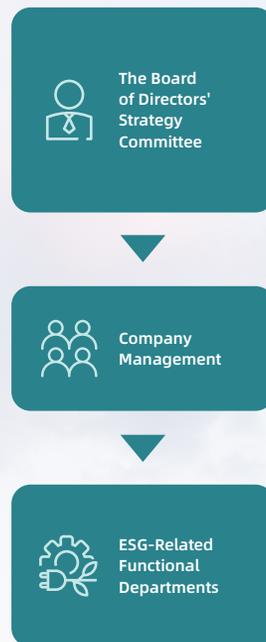
Kingsoft Office Sustainability Governance Structure

The Board of Directors' Strategy Committee

The Board of Directors' Strategy Committee is the highest governance body for ESG affairs at the Kingsoft Office. Its main responsibilities include overseeing the Company's overall ESG affairs, such as identifying and assessing ESG-related opportunities and risks, supervising the progress of ESG strategic plans and objectives, and reviewing ESG-related disclosures. During the reporting period, the Company's Board of Directors' Strategy Committee held regular meetings to comprehensively identify significant ESG risks related to the Company. On Mar. 25, 2026, the *Proposal on the 2025 Sustainability Report of Beijing Kingsoft Office Software Company Limited* was reviewed and approved at the 2026 first annual meeting of the 4th Board of Directors' Strategy Committee, at which the committee listened to the company management's report on the progress of ESG work and the work plan for 2025, and discussed significant ESG matters for the Company.

Company Management

Company management is the decision-making body for sustainability development at Kingsoft Office. It is mainly responsible for formulating the Company's sustainable development strategy, supervising the implementation of sustainability management, and regularly reporting to the Board of Directors' Strategy Committee.

ESG-Related Functional Departments

ESG-related functional departments are the specific executing departments for Kingsoft Office's sustainability work, including the Office of the Board of Directors, Human Resources Department, Administrative Department, Audit and Supervision Department, Security Technology Department, and Legal Compliance Department. They are mainly responsible for implementing ESG-related work based on the sustainability strategic blueprint planned by the company management, regularly subject to supervision and inspection by the company management, and adjusting work content promptly based on suggestions from the company management. During the reporting period, ESG-related functional departments implemented the ESG work, regularly reported the progress to the decision-making layer and governance layer, and carried out special projects to improve key ESG issues.

Sustainability Concepts

We integrate sustainability concepts into our daily operations and management in four major areas: products and services, environmental protection, human capital development, and community investment. We actively adhere to the United Nations Sustainable Development Goals (UN SDGs), identify priorities of the UN SDGs, and implement a consistent approach to achieve the SDG.

As a leading office software and service provider in China, Kingsoft Office is dedicated to providing efficient, convenient, and secure office solutions to users. We uphold the corporate spirit of "technology for business" and the concept of innovation and continue to expand the boundary of digital offices. We are fully committed to continuously improving service levels, and wholeheartedly providing users with an incredible office experience that exceeds expectations.

Employees are the most valuable resources of Kingsoft Office. We are committed to creating a healthy, equal, and inclusive work atmosphere, continually optimizing our talent management strategy, refining our talent development system, providing fair promotion and development channels, fully unleashing the enthusiasm and creativity of our employees, and helping them become better versions of themselves.

Kingsoft Office always adheres to the sustainability concepts, integrating measures to respond to climate change risks into corporate operations, products, and services. As a "benchmark of Chinese innovation" in foundational software, we actively practice the national goals of reaching peak carbon emissions and achieving carbon neutrality. We are committed to providing users with green, low-carbon products to reduce their environmental impact and promote sustainable social development.

Guided by the philosophy of "leading with technology, empowering through digitalization, and co-creating a better future for social services", Kingsoft Office actively fulfills its social responsibilities, demonstrating gratitude to the society and serving the society. In combination with our main business operations, we support public welfare initiatives and rural revitalization efforts, ensuring sustainable corporate growth and consistent returns to investors while fostering sustainable economic and social progress.

Stakeholder Engagement

Kingsoft Office attaches importance to maintaining effective engagement with all stakeholders, with a strong focus on the substance, method, management, and supervision of such engagement.

We conduct regular engagements with key stakeholder groups that are of importance to the Company, as outlined in the table below.

Stakeholders	Concerns and Engagement Issues	Communication Channels
Shareholders and Creditors	• Anti-unfair competition • Anti-commercial bribery and anti-corruption • Data security and client privacy protection • Product and service safety and quality • Innovation-driven • Science and technology ethics • Environmental compliance management • Climate change response • Energy utilization • Circular economy • Employees • Stakeholder engagement	• Regular reports • Company announcements • Shareholders' general meeting • Performance briefings • Special reports • Investor investigation • Roadshow • Press release • Investors' hotlines • IR email • SSE E-interaction • Questionnaires

Stakeholders	Concerns and Engagement Issues	Communication Channels
Directors	• Employees • Innovation-driven • Data security and client privacy protection • Science and technology ethics • Anti-commercial bribery and anti-corruption • Stakeholder engagement • Due diligence • Environmental compliance management	• Telephone, emails and meetings • Regular reports • Temporary announcements
Senior Management	• Employees • Innovation-driven • Data security and client privacy protection • Science and technology ethics • Anti-commercial bribery and anti-corruption • Environmental compliance management	• Telephone, emails and meetings • Regular reports • Temporary announcements • Questionnaires
Employees	• Employees • Occupational health and safety • Innovation-driven • Science and technology ethics • Circular economy • Stakeholder engagement	• Employees' labor union activities • Employee meetings • Employee interview • Complaint box for employees • Department meetings and training • Questionnaires

Stakeholders	Concerns and Engagement Issues	Communication Channels
Users	• Product and service safety and quality • Data security and client privacy protection • Science and technology ethics • Innovation-driven • Stakeholder engagement	• Professional customer service team • Daily communication with users • User complaint handling and feedback • User satisfaction survey • Questionnaires
Suppliers and Partners	• Supply chain security • Equitable treatment of SMEs • Anti-commercial bribery and anti-corruption • Energy utilization • Innovation-driven • Science and technology ethics • Circular economy • Stakeholder engagement	• Contract signing • Daily communication mechanism • Bidding system • Supplier return visits • Supplier symposiums • On-site survey • Supplier training • Questionnaires
NGOs and the Media	• Rural revitalization • Social contributions • Innovation-driven • Climate change response • Product and service safety and quality • Stakeholder engagement	• Press conference • Media interviews and reports • Industry seminars and exhibitions

Stakeholders	Concerns and Engagement Issues	Communication Channels
Government and Regulatory Bodies	• Equitable treatment of SMEs • Anti-unfair competition • Anti-commercial bribery and anti-corruption • Social contributions • Rural revitalization • Data security and client privacy protection • Environmental compliance management • Climate change response • Stakeholder engagement	• Reception of inspection • Regular reports • Company website • Regular inquiries • Working session
Community and Public	• Rural revitalization • Social contributions • Ecosystem and biodiversity protection • Waste disposal • Water resources utilization • Climate change response • Stakeholder engagement	• Participation in charitable donations • Community exchanges and visits • Community event participation • Community event release • Visitation and reception

Materiality Assessment

The Company continuously improves the identification and assessment of sustainability topics. This year, for the first time, we conducted a dual materiality assessment of topics in accordance with the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial)* (hereinafter referred to as the "Guidelines"). By examining both "financial materiality" and "impact materiality", we identified and analyzed the importance of sustainability topics closely related to the Company's business development, ultimately forming a dual material issue matrix.

Evaluation and Analysis Process

1 Business panorama and stakeholder identification

- Analyze the Company's development strategy, core products and services, and the geographic locations where its products and services are conducted;
- Analyze the overall sustainability industry trends and the Company's upstream and downstream value chain;
- Identify the affected stakeholders within the value chain.

2 Development of a preliminary material issues screening list

- Analyze the 21 sustainability issues listed in the *Guidelines*, and conduct a preliminary screening based on industry characteristics;
- Conduct in-depth interviews with key departments to make a list for the impact of these issues on the Company, as well as potential risks and opportunities.

3 Assessment and validation of double materiality of issues

- Design and distribute assessment questionnaires for impact materiality and financial materiality;
- Collect and analyze the data to generate quantitative assessment results;
- Integrate the final impact and financial materiality assessment results, incorporating expert opinions.

4 Issues reporting and disclosure review

- Summarize the dual materiality methods, processes and conclusions of the issues, and compare a material issues report;
- Submit the report to the Board of Directors' Strategy Committee for review, and determine the disclosure scope and relevant content in accordance with the *Guidelines*;
- Finalize the formal disclosure text for inclusion in the core chapters of the ESG Report.

Dual materiality assessment results[2] are as below:

Kingsoft Office 2025 Material Issues Matrix

Topic	Impact material issue	Financial material issue	Dual material issues
Data security and client privacy protection	√	√	√
Product and service safety and quality	√	√	√
Innovation-driven	√	√	√
Employees	√	√	√
Climate change response	√		
Supply chain security	√		
Science and technology ethics	√		
Anti-commercial bribery and anti-corruption	√		
Anti-unfair competition	√		
Stakeholder engagement	√		
Energy utilization	√		
Environmental compliance management	√		
Due diligence	√		
Social contributions	√		
Rural revitalization	√		
Equitable treatment of SMEs	√		
Water resources utilization	√		
Circular economy	√		
Ecosystem and biodiversity protection	√		
Waste disposal	√		

In this report, we address the material issues[3] mentioned above, helping stakeholders gain a more comprehensive understanding of the Company's sustainable development performance.

2. Kingsoft Office focuses primarily on software research and development and is not involved in direct product manufacturing. It is also not classified as a key pollutant-emitting entity by national environmental protection authorities. The Company's environmental impact mainly arises from energy and resource consumption and emissions during its operations. Since its business model does not include manufacturing processes, it does not generate industrial pollutants such as waste water, waste gas, or waste residues. Upon assessment, the issue of "pollutant emissions" is not considered to have financial materiality or impact materiality.

3. The Company has identified ESG-related risks and opportunities, as well as the period over which they may have significant impacts on the Company. As described in the corresponding sections of this report, the short-term period means a period within three years, and the medium to long term period means three years or more.

Sustainability Due Diligence

Kingsoft Office places great importance on the sustainability-related risks in its operations. We regularly conduct sustainability due diligence to systematically identify, prevent, and address both actual and potential risks, ensuring the Company's long-term and stable development. During the reporting period, due diligence was carried out by our sustainability-related functional departments on data security and client privacy protection, business ethics, and supply chain security. Through stakeholder engagement, surveys, and on-site visits to data center suppliers' server rooms, we systematically identified the Company's sustainability-related risk points and accordingly developed detailed response plans.
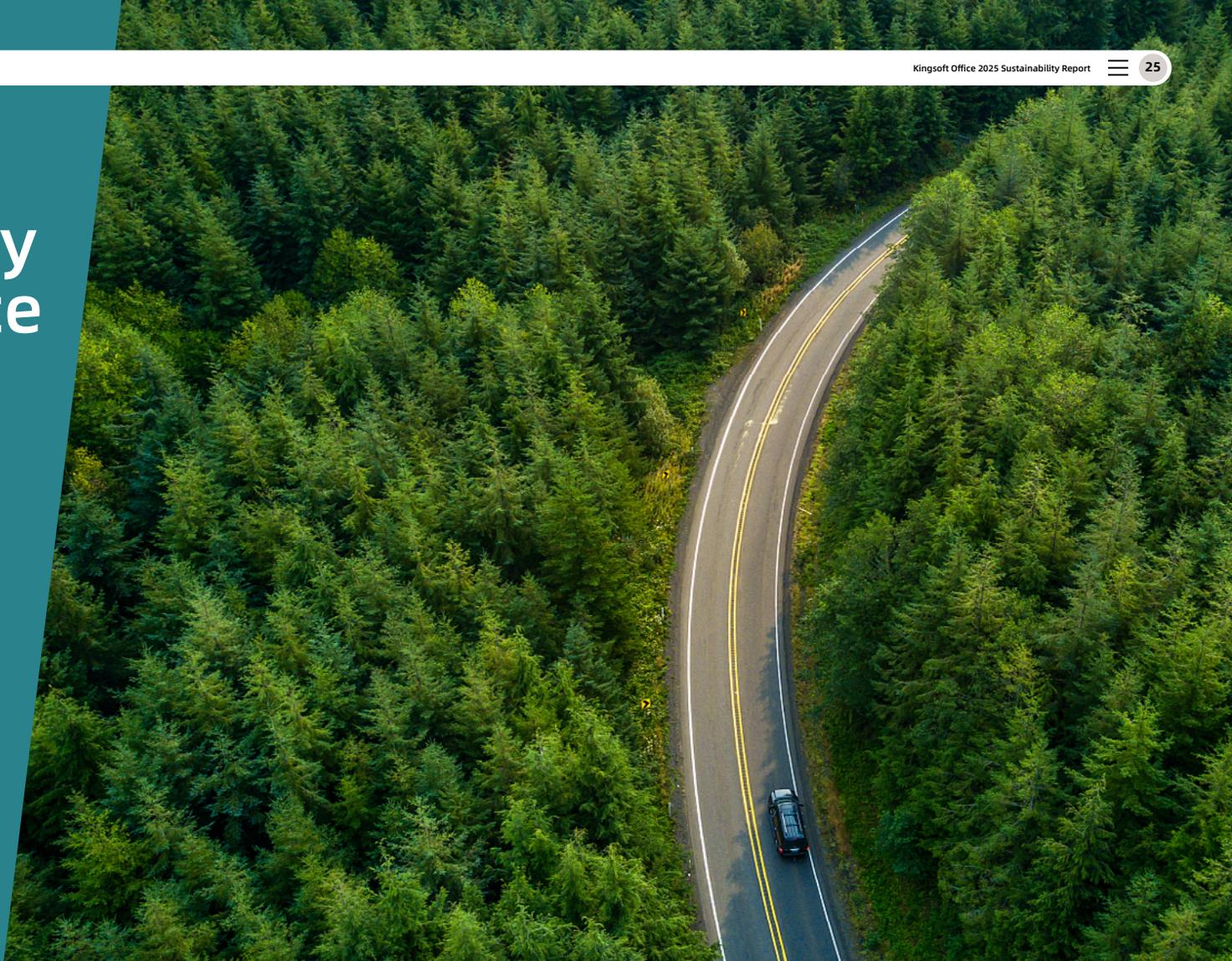
Supply Chain Security

Kingsoft Office attaches great importance to supply chain risk management. With the goal of maintaining a safe and stable supply chain, the Company systematically improves the overall performance of its suppliers by improving the supplier due diligence system, implementing a hierarchical performance appraisal mechanism, and carrying out supplier capacity building. At present, the performance ratings of the Company's suppliers have been continuously optimized, and the supply chain system has been significantly improved in terms of efficiency, stability and social responsibility performance, laying a solid foundation for supporting the long-term and sound development of the Company's business.

To oversee suppliers throughout their entire lifecycle, the Company has established supply chain management systems, such as the *Kingsoft Office Supplier Management System* and the *Kingsoft Office Procurement Contract Management System*. At the same time, we practice green and environmentally friendly supply chain management policies and plans, comprehensively conducting sustainability risk assessments at all stages of supplier admission, cooperation, and ongoing maintenance.

Admission and Hiring Stage

To thoroughly assess their performance in areas such as environment and labor, we conduct due diligence on potential suppliers based on the admission criteria in the *Kingsoft Office Supplier Management System*.

We also review suppliers' environmental protection qualifications, such as the suppliers' environmental management system certification and product green certificates. We consider the suppliers' environmental performance as a plus factor, prioritizing green products and services.

Evaluation and Maintenance Stage

We conduct performance appraisals on suppliers at monthly, quarterly, semi-annual, or annual intervals, taking into account their significance and associated risk factors. To ensure the appraisals are scientific, comprehensive, and objective, we establish appraisal indicators based on dimensions such as Technology, Quality, Responsiveness, Delivery, and Cost (TQRDC), and score the suppliers' performance based on the assessment results. Suppliers are categorized into four performance levels: S, A, B, and C. For suppliers rated as C or those with significant issues requiring remediation, the performance appraisal responsible person is tasked with organizing relevant personnel to analyze the suppliers' performance and provide improvement requirements, along with developing a corrective action plan. For those rated S, company-level activities may be organized by the appraisal responsible person to maintain the partnership. We employ this performance scoring mechanism to motivate suppliers' priority to environmental compliance, labor management, product quality, delivery reliability, and technological innovation capability, thereby fostering the development of a high-quality supplier resource pool in the Company.

For suppliers whose performance does not meet the Company's requirements, we provide rectification recommendations and applicable support, requiring them to complete corrective actions in a timely manner.

Exit Stage

We have clarified the supplier exit procedures. For suppliers found to have environmental and labor issues that cannot be rectified, the Company will resolutely execute the exit strategy.

To ensure supply chain security, the Company incorporates suppliers into our network and privacy security system, and in selecting data center suppliers, focuses on their physical security measures and environmental practices.

- Through due diligence on suppliers, we assess whether they are compliant in terms of network security and privacy protection. Through field visits, we verify that leased data centers implement essential physical security measures, such as video surveillance and access control systems to protect data security. For details of the Company's network and privacy security management, please refer to the section "Data Security and User Privacy Protection" of this report.

- Moreover, we also consider the site selection for our newly built Wuhan park, ensuring it is situated outside ecological protection red lines and away from wetlands and other natural reserves, as well as from regions that possess significant ecological functions or are environmentally sensitive and fragile for office buildings. The Company's production and operational activities have no significant impact on ecosystems and biodiversity.

- We evaluate the environmental compliance performance of data center suppliers and equipment suppliers, incorporating their use of clean energy, energy efficiency, and environmental certification qualifications into procurement considerations. For detailed information, please refer to the section "Establishing a Green Supply Chain" of this report.

Note: At the end of the reporting period, the Company had no accounts payable (including notes payable) exceeding RMB 30 billion or accounting for over 50% of total assets. Kingsoft Office and its subsidiaries do not have any overdue payments to SMEs that are required to be publicly disclosed through the National Enterprise Credit Information Publicity System.

Intelligent Office and Renewed Experience

As a leading enterprise in China's office software and services sector, Kingsoft Office relies on independent innovation technologies to strengthen its product foundation. Through full-scenario office solutions, the Company breaks efficiency boundaries, and safeguards user experience with stringent quality control and security protection systems, striving to create an intelligent, excellent, and secure new Intelligent office ecosystem for users.
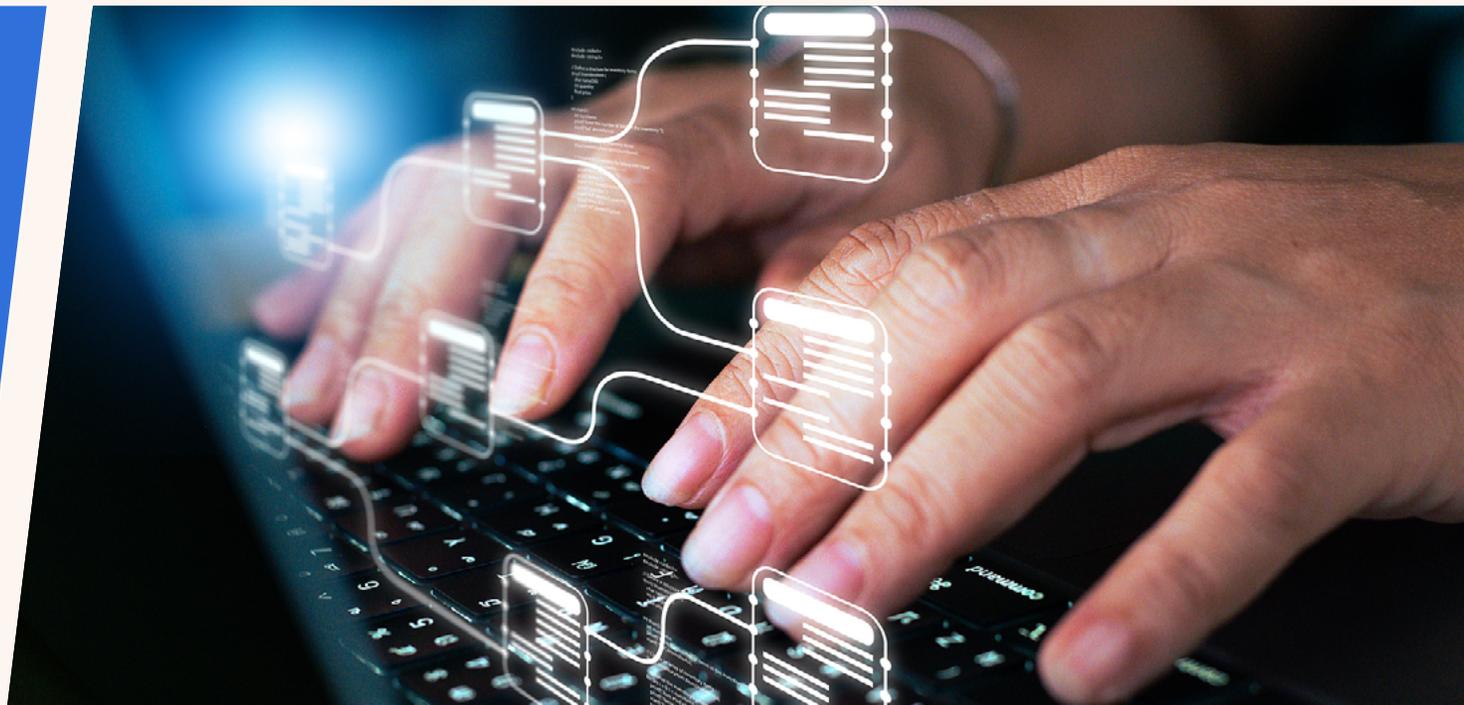
Product and Service Safety and Quality

Governance

The Company has established a comprehensive product quality management system and is committed to providing users with excellent products and high-quality services. In terms of management structure, the CEO and the Vice President in charge are responsible for decision-making and supervision of product quality-related matters. At the execution layer, the Quality Assurance Department leads product quality management work, with specialized execution groups under it, including basic testing, multi-platform application testing, automated solutions, and project management teams. Relying on professional technical capabilities, these groups ensure high-quality operation and stable delivery of products.

To ensure that product quality information is delivered in a timely, transparent, and decision-supportive manner, the Quality Assurance Department has established a multi-dimensional and high-frequency quality monitoring, communication, and management mechanism. Through digital dashboards, it monitors key product quality indicators in real time, regularly prepares product quality reports, and organizes quality review meetings. Meanwhile, the Company incorporates product quality assurance indicators into the performance assessment of relevant personnel, promoting continuous optimization of product quality through a long-term mechanism. The Quality Assurance Department reports its work to the upper-level supervisory management in the form of meetings every two months, forming a closed-loop quality control mechanism.

Strategy

The Company adheres to the principle of "technology for business" and "user first", and iterates its products and services around the strategic directions of "multi-screen, cloud, content, collaboration, and AI". The Company fully recognizes the negative impacts that may arise from inadequate quality management of products and services. If there are deficiencies in relevant management measures and mechanisms, the negative impacts may extend throughout the Company's operations and downstream value chain. This would not only directly affect the Company's operational efficiency and brand reputation, but for downstream users, product quality issues would directly reduce office efficiency and user experience, thereby hindering users' digital transformation processes.

During the year, we assessed the potential financial impacts arising from risks related to the safety and quality of our products and services. Major quality issues concerning products and services, if serious, may result in regulatory penalties. To address such risks, the Company needs to increase investment in testing equipment, auxiliary tools and other resources related to quality assurance. If risks related to product and service safety and quality are not effectively managed, their impacts may materialize in the short term.

To mitigate negative impacts and actively respond to such risks, the Company has established a full-process quality management system covering R&D, production, and services. It has implemented strict admission and continuous evaluation mechanisms for its product matrix and AI tools, optimized service management and capability building, and ensured smooth user feedback and rapid response channels, striving to achieve forward-looking prevention and long-term management of quality risks.

During the reporting period, the Company was not subject to regulatory penalties due to product and service safety and quality issues. In response to relevant regulatory requirements, the Company has invested in testing equipment, auxiliary tools and other related items. The above risks did not have a material impact on the Company's current financial position, operating results and cash flows, and are not expected to have a material impact on its financial position, operating results or cash flows in the next year.

Impact, Risk and Opportunity Management

We apply stringent standards throughout the entire product lifecycle management process, strictly safeguarding product quality and content security. By tailoring digital intelligent office solutions to different industry scenarios, we empower more organizations and individual users to achieve creative expression and efficient collaboration. As at the end of the reporting period, Kingsoft Office has obtained ISO 9001 Quality Management System certification, the Service Standard Compliance Certificate for SMEs (Excellence Level), the Information Technology Innovation and Digital Intelligence Technical Service Capability Certificate (Level 1), and several other qualification certificates. The Company actively manages impacts, risks, and opportunities related to product and service safety and quality. For detailed information, please refer to the sections "Iterative Product and Services", "Empowering Thousands of Industries", "Guaranteeing Product Quality", "Safeguarding Content Security", and "Providing High-quality Services" in this chapter.

Indicators and Goals

The Company has formulated product and service quality goals and uses measurable indicators to objectively assess the current status, clarify improvement directions, and ensure user experience in the actual use of products and services.

Management Objectives

Achieve a **100**% resolution rate of user feedback issues through human-assisted service channels

Achieve a user satisfaction rate[4] of over **90**% through human-assisted service channels

Management Progress

100% resolution rate of user feedback issues was achieved through human-assisted service channels in 2025

97.8% user satisfaction rate was achieved through human-assisted service channels in 2025

4. It includes satisfaction levels for "service items" related to user services and "non-service items" related to product quality.

Iterative Product and Services

As a pioneer and leader in China's office software industry, the Company has further clarified its development approach of pursuing "Office AI reconstruction and upgrading" alongside "AI Office native exploration". On the one hand, the Company promotes the full intelligent upgrade of its existing WPS component ecosystem, deeply integrating AI capabilities into high-frequency office scenarios such as content creation, formatting, data analysis and presentation generation, so as to improve efficiency at the tool level, drive the intelligent transformation of WPS, and positions it as a globally leading AI-powered office software with the highest level of intelligence. On the other hand, the Company has launched the exploration of a native office form centered on intelligent agents. Through task understanding, process orchestration and multi-model scheduling mechanisms, it reconstructs office interaction modes and collaboration workflows, driving office software to evolve from functional tools to intelligent agents. It provides superior AI Native office services for the future and leads the transformation of AI-driven office practices.

WPS Lingxi: Redefining work with intelligent agents

During the reporting period, the Company launched "WPS Lingxi", marking the advent of the intelligent agent era for the office software industry. WPS Lingxi has now evolved into an "All-Round AI Office Partner", launching three intelligent agents for presentations, spreadsheets, and documents. These are meticulously designed to address high-frequency workplace scenarios. This upgrade represents a deep integration of AI capabilities into office workflows, achieving the leap from "intention understanding" to "task execution". The Spreadsheet Agent incorporates native functionality to ensure traceable data analysis results; the Presentation Agent enables natural language-based content generation and fine-grained editing; while the Document Agent further enhances processing efficiency, advancing office AI from a tool to a true intelligent assistant. Simultaneously, WPS Office has completed a comprehensive AI-driven upgrade of the core features across its four main components, redefining the all-scenario office experience. This has led to a notable increase in the adoption of key AI functions, further solidifying the Company's competitive edge in the field of AI-powered office productivity.

Looking ahead to 2026, the Company will remain focused on driving sustained advancements in AI. At the product level, WPS AI 4.0 will pioneer future-ready AI-native offerings, deepen the application of Office Agent in real-world scenarios, and strive to become a globally leading intelligent office solution. On the technological front, the Company will strengthen core capabilities such as task planning and tool orchestration for AI agents, enhancing their autonomy in handling complex office workflows and propelling the evolution of AI from an assistive tool to an intelligent collaborator.

The core carrier of WPS AI 3.0 - "WPS Lingxi"

WPS 365: Intelligence empowering enterprise transformation

WPS 365 has completed a full-domain upgrade centered on AI, with a multi-dimensional layout covering technical framework, collaboration system, intelligent retrieval, and digital employee ecosystem. It empowers enterprises' digital and intelligent transformation in an all-round way, and improves office collaboration and operational efficiency. Based on the underlying technologies of WPS clients and cloud documents, WPS 365 has innovatively launched the "Knowledge-Augmented Generation (KAG)" framework, which overcomes limitations of traditional AI models such as hallucinations and insufficient adaptation to professional scenarios. Through refined knowledge governance and intelligent graph reasoning, it provides reliable AI support for enterprises' critical business scenarios.

WPS 365 has continuously improved its digital employee ecosystem and adopted a development model of "official standardization + enterprise customization". Official digital employees have been made available on a large scale for out-of-the-box use, including roles such as "Little K", "Older Female Cousin", and "Digital Clone of Departed Employees": "Little K" efficiently handles personal office affairs and compliance pre-review; "Older Female Cousin" optimizes team collaboration efficiency; The "Digital Clone of Departed Employees" solves the problem of knowledge continuity and handover. In parallel, the Company launched a digital employee development platform that enables enterprises to build their own dedicated digital employees, achieving precise alignment between AI capabilities and business scenarios. Currently, the Company has co-created digital employee applications with leading enterprise clients, and continuously explored and accumulated high-value and replicable scenarios.

WPS 365 has continuously iterated and upgraded its AI search capabilities, with the core objectives of broad coverage, high precision and in-depth mining. It supports precise retrieval of data across all scenarios—such as chats, documents, meetings, and emails—using natural language, thereby breaking down information silos within enterprises, and improving employees' information acquisition efficiency and decision-making response speed. Furthermore, WPS 365 has officially integrated OpenClaw capabilities, enabling users to efficiently perform high-frequency collaborative tasks—such as scheduling meetings, summarizing messages, and organizing documents—through natural language commands. This facilitates the automation of multi-step operations, further enriching the ecosystem of AI-powered office productivity.

Looking ahead to 2026, with the accelerating maturity of Agent technology trends represented by OpenClaw, the Company will continue to strengthen the development of core capabilities such as intelligent agent task planning, tool invocation, and multi-step operation automation. This effort will drive the evolution of WPS 365 into an enterprise-grade intelligent office platform equipped with autonomous task execution capabilities.

WPS 365 One-stop Collaborative Office Platform

📄 Kingsoft Office AI Collaborative Office Conference Launched Multiple AI Products

In Nov. 2025, Kingsoft Office held the AI Collaborative Office Conference. WPS 365 completed upgrades of two core AI products: the Smart Document Library introduced AI tools such as smart search, and Digital Employee was iterated to Version 2.0. Meanwhile, new products including WPS Lingxi Enterprise Edition, Team Space, and AI Middleware were launched, strengthening organizational users' capabilities in managing and applying enterprise-wide knowledge, and enabling business process automation and improved collaboration efficiency.

Kingsoft Office AI Collaborative Office Conference

Strengthening global presence to serve worldwide users

During the reporting period, the Company pursued an international development strategy by advancing the product upgrade and overseas deployment of WPS International Personal Edition. Key achievements included the international adaptation of product interfaces, languages, and functionalities, as well as the completion of data center deployments in regions such as Europe, the United States, and Southeast Asia. These efforts aim to meet global users' needs for cloud-based collaboration and data security. The international edition has now been upgraded and rolled out in multiple overseas markets, integrating globally leading AI models to consistently enhance product competitiveness.

Simultaneously, the international expansion of WPS 365 has made progress. By collaborating with overseas partners, the Company has built comprehensive collaborative office solutions. The product now supports cross-regional, multilingual global office capabilities, with core functionalities fully adapted to overseas work scenarios, effectively enabling efficient collaboration for multinational teams. Currently, WPS 365 International Edition already provides comprehensive services to local clients in Hong Kong and Chinese enterprises expanding abroad, helping businesses achieve efficient collaboration and digital-intelligent transformation.

Looking ahead to 2026, the Company will further deepen its global strategic presence by advancing initiatives on both product and market fronts. On the product side, building upon the existing achievements of its international editions, it will integrate globally leading AI technologies and innovative product concepts to launch competitive AI-native office services tailored for the worldwide market. Meanwhile, in terms of market expansion, the Company will increase resource allocation to overseas operations, with a focused effort on penetrating key regions such as Europe, the United States, and Southeast Asia. This will include accelerating the development of localized channels and fostering partnerships within regional ecosystems, all aimed at promoting WPS AI as a comprehensive intelligent office solution serving users across the globe.

Empowering Thousands of Industries

Kingsoft Office is committed to empowering various industries to transcend the limitations of office efficiency and accelerate the transition to a new stage of digital intelligent office work. The Company continues to deepen its strategic deployment in key sectors such as finance, manufacturing, healthcare, education, and energy. Through flexible deployment models and full-stack solutions, it precisely addresses high-frequency scenarios such as asset management and order management, establishes industry best-practice benchmarks and promotes scalable replication, and continuously expands its coverage among medium- and large-sized clients. Capitalizing on the opportunity to adopt AI in enterprises, we actively collaborate with leading enterprises in the finance, Internet and other industries on AI co-creation projects, jointly explore AI application scenarios, activate the potential of private-domain knowledge bases, and drive the enhancement of enterprises' digital asset value.

In 2025, leveraging strong product capabilities and high-quality services, the Company's WPS 365 added many benchmark clients, including major Fortune Global 500 companies such as China Mobile, Walmart China, Shandong Energy Group, Jiangxi Copper, GAC Group, Chery Automobile, Ansteel, and Hunan Steel. New clients also included party and government organs such as the General Administration of Customs of the People's Republic of China and the People's Government of Qinghai Province, as well as large private enterprises such as East Money, Lens Technology, Transsion Holdings, and Biren Technology. While continuing to strengthen its client base among central state-owned enterprises, the Company has accelerated its expansion into private enterprises, foreign-invested companies and local state-owned enterprises. The Company has also increased channel development and actively expanded into overseas markets. By introducing influential channel partners with industry clout, the Company has enhanced market penetration efficiency, and further expanded its reach among leading enterprises. This further broadened and deepened the application of WPS 365 across various industries, with steady improvements in market recognition and industry influence.

For Government Clients

Kingsoft Office takes WPS 365 Government Edition as its core platform, deeply integrating capacities of self-developed Government Affairs Model (Enhanced Version) to build a one-stop AI office platform for government affairs. The product supports one-click generation of more than 30 types of official documents and offers functions such as multi-user online collaborative drafting, intelligent proofreading, and standardized formatting, improving efficiency in document processing and text printing; through smart forms and multi-dimensional table tools, it optimizes grassroots data collection and personnel management, reducing the burden on frontline public servants; relying on multi-terminal access and real-time sharing functions, it meets cross-level and cross-regional meeting requirements, and enhances communication efficiency. The platform has introduced distinctive features such as an electronic document resource library and intelligent official document writing, comprehensively supporting the digital and intelligent transformation of government agencies.

For Central State-Owned Enterprise Clients

Kingsoft Office has developed a digital and intelligent one-stop AI office platform solution towards information technology innovation through WPS 365. The product deeply integrates collaborative office platforms, intelligent content management, and AI large model implementation services. Guided by the principle of "achieving more with less", the solution accurately addresses key challenges faced by central state-owned enterprises during system upgrades, including high costs, weak business integration, fragmented data systems, and difficulties in AI adaptation.

For Private Enterprise Clients

Kingsoft Office's WPS 365 one-stop smart office solution builds exclusive and secure digital collaborative platforms for enterprises by focusing on integration, intensification, and intelligence. Leveraging core capabilities such as document management, cross-terminal collaboration, and AI empowerment, it efficiently resolves issues faced by private enterprises, including poor collaboration, dispersed and difficult-to-manage documents, delayed business response, and high AI implementation costs. While accelerating digital transformation, it also helps achieve cost reduction, efficiency improvement, and enhancement of core competitiveness.

For International Clients

Kingsoft Office released the WPS 365 International Version, deeply adapting to compliance requirements and office scenarios in different countries and regions worldwide, and building a multilingual, cross-regional one-stop intelligent collaborative office platform. The product synchronizes core domestic R&D achievements and, supported by localized operations and a global delivery service system, deeply participates in local government and enterprise digital development, promoting efficient, trustworthy, and sustainable international digital collaboration.

For Financial Industry Clients

WPS 365 integrated financial digital office solution focuses on the multiple needs of genuineness, informatization innovation and digital transformation. It accurately addresses the core complaints of financial enterprises in knowledge application, data application, and model application. Leveraging large-model technology and smart document library capabilities, the product deeply activates the value of financial data elements, helping address transformation challenges such as difficulty in knowledge accumulation, weak data collaboration, and slow implementation of intelligent applications. It provides full-process intelligent support for financial institutions such as banks, insurance companies, and securities firms, safeguarding efficient and compliant financial operations.

For Healthcare Industry Clients

The Company launched WPS 365 Medical, a dedicated version for the pharmaceutical sector equipped with specialized features. It focuses on pharmaceutical report writing scenarios represented by Clinical Study Reports (CSR) that comply with the standards of the International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH). The solution directly addresses efficiency bottlenecks and compliance challenges, providing pharmaceutical companies with full-process intelligent support ranging from data integration and table processing to compliant output.

For Education Industry Clients

Closely aligned with national digital education transformation needs, Kingsoft Office centers on the deep integration of "Artificial Intelligence + Education", launching AI-exclusive solutions tailored to educational scenarios. Based on WPS 365 and AI capabilities, it builds a smart campus platform featuring unified tools, collaboration, and management, covering all scenarios including teaching resources, academic administration management, and collaborative office work. Under the assistance of the Company, nearly 550 universities, including Fudan University, Renmin University of China, Zhejiang University, University of Science and Technology of China, Shanghai Jiao Tong University, Xi'an Jiaotong University, and Sichuan University, have successfully implemented new intelligent collaborative office models for all faculty and students. Additionally, the Company has provided collaborative office and teaching research support services in Beijing, Zhejiang, Hubei, Heilongjiang and many other provinces and cities.

Kingsoft Office Signs Strategic Cooperation Agreement with Zhejiang Smart

In Jun. 2025, during the WPS 365 AI Office China Tour event, Kingsoft Office formally signed a strategic cooperation agreement with Zhejiang Smart Information Industry Co., Ltd., elevating their long-term partnership to a new level. The two parties will focus on three core directions: integrated product innovation, solution upgrades, and joint customer value creation. Leveraging Kingsoft Office's technological expertise in AI office and collaborative work, together with Zhejiang Smart's regional resource advantages, they will jointly develop more competitive digital products and services tailored to market needs. The partnership aims to create value for government and enterprise clients in Zhejiang Province and broader regions, supporting higher-quality and more efficient regional digital transformation.

Signing Ceremony for Strategic Cooperation between Kingsoft Office and Zhejiang Smart

Kingsoft Office Supports the Implementation of the Digital Education Courtyard in Lancang, Yunnan with AI

Under the guidance of the Department of Science, Technology and Informatization of the Ministry of Education, Kingsoft Office, in collaboration with Beijing Normal University and the Beijing Kingsoft Software Charity Foundation, will jointly build the "Digital Education Courtyard (Lancang, Yunnan Station)" from Dec. 2025 to Dec. 2027 to support the digital transformation of rural education. The project aims to develop localized digital teaching cases based on the National Smart Education Platform and WPS tools; carry out multiple rounds of educational practice and specialized training; and provide teachers with AI literacy assessment and training support, thereby improving the digital literacy and teaching capabilities of rural teachers. Kingsoft Office will provide AI teaching tools for the project, using technology for good as its core mission and injecting intelligent momentum into rural education revitalization.

Launch Ceremony for the Construction of the Digital Education Courtyard (Lancang, Yunnan Station)

Kingsoft Office Empowers Conch Group to Establish a Benchmark for Digital Intelligent Office in the Manufacturing Industry

In Sep. 2025, Kingsoft Office entered into a strategic cooperation with Conch Group. Leveraging the industrial Internet platform "Yungong", the two parties will build a group-wide digital intelligent office platform, supporting the enterprise's upgrade from intelligent manufacturing to full-chain digital and intelligent transformation. The platform integrates 15 core modules, including a unified portal, schedule management, task management, online documents, and enterprise cloud storage, providing cross-terminal and multilingual support services to more than 60,000 employees. Through end-to-end data security protection and AI collaboration capabilities, the platform will enhance the Group's collaboration efficiency and decision-making quality, helping Conch Group establish an efficient and intelligent digital office system and offering a replicable industry model for full-chain digital transformation in the manufacturing sector.

Kick-off Meeting for the Construction Project of Conch Group's Digital Intelligent Office Platform

Guaranteeing Product Quality

Product quality is the foundation for driving the Company's long-term development. We continuously optimize product quality assurance measures and establish stringent quality standards, striving to provide users with outstanding products and high-quality services. During the reporting period, the Company did not experience any major product- or service-related safety or quality liability accidents.

During the year, we comprehensively strengthened the development of a quality-oriented culture. Through the "Enjoy New Knowledge" platform, we shared quality assurance models, product performance analysis, and other cutting-edge quality-related technologies and practical applications. More than 200 employees participated in learning and exchange activities, effectively enhancing quality awareness and professional literacy across the workforce.

Product Development Phase

We implement technical upgrades and strategic optimization[5] for automated product development system, which effectively reduces manual intervention in the product development process, and improves product reliability and stability. We adopted a "trunk-based development" model [6] to ensure flexible and stable development process.

Product Testing Phase

We set up quality control access during the product testing process[7] , adding new quality control parameters, covering code review, unit test, integration test, system test, etc. to achieve strict monitoring of software product quality and stability. In addition, we have introduced AI large model[8] capability into the product testing program, leveraging their efficient and precise quality assessment capabilities to promptly identify and remediate potential issues, ensuring that products meet expected quality standards prior to launch.

Product Launch Phase

We provide feedback on product quality issues to the research and development department by monitoring public opinions and analyzing user complaints to continuously optimize product quality and user experience. Meanwhile, the Company has unified quality standards across multiple platforms, covering more than 40 indicators across seven dimensions, including functionality, performance, stability, security, and compatibility, to ensure integrity and consistency of user experience across different platforms.

5. The automated development system includes automated testing, automated deployment, automated monitoring, and other automated software development processes.

6. Trunk-based development is a version control management practice where non-material updates are merged by developers into the core "trunk" or "main branch".

7. Quality control access management refers to a series of quality control checkpoints set up during the software development process. Only products that meet specific standards and requirements can pass these checkpoints and move on to the next stage of development.

8. AI large models refer to artificial intelligence models that are built by training with large-scale datasets and powerful computational capabilities, which are highly complex and have strong generalization abilities.

Safeguarding Content Security

Kingsoft Office regards ensuring content security as a core corporate responsibility. We will resolutely implement laws and regulations such as the *Network Security Law of the People's Republic of China*, the *Regulation on Internet Information Services of the People's Republic of China*, and the *Regulations on Ecological Governance of Network Information of the People's Republic of China*. We have formulated and constantly improved internal systems such as the *Kingsoft Office Content Code of Conduct*, and the *Kingsoft Office Emergency Handling Management System*, clarifying the overall principles, strategies, and management framework for security work, and providing institutional safeguards for content security. To safeguard content compliance on the platform and contribute to building healthy, safe, and civilized network environment, we firmly block and promptly handle content that is prohibited from dissemination by laws and regulations.

The Company has established a three-tier content security management system. The Board of Directors' Strategy Committee is responsible for making decisions related to content security, while the Security Committee is responsible for supervising and managing related matters. At the execution layer, the Content Security Department comprises the content security leadership group, the manual content security review team, and the content security technical team. This department is tasked with managing product content review processes, addressing user-reported issues, and other matters.

We encourage users to participate in the joint governance of platform content and report any adverse information found during the use of the product. We set up a one-click reporting portal at the product terminals, and disclose the reporting telephone and email on the Company's official website, so as to open up the reporting channels. We also arrange customer service personnel to verify the problem clues in a timely manner, and once the existence of the problem is confirmed, we will take immediate measures to deal with it to ensure that the problem is effectively solved.

Kingsoft Office Content Security Reporting Channels

Reporting Hotline: 400-677-5005

....

Reporting Email: wps@wps.cn
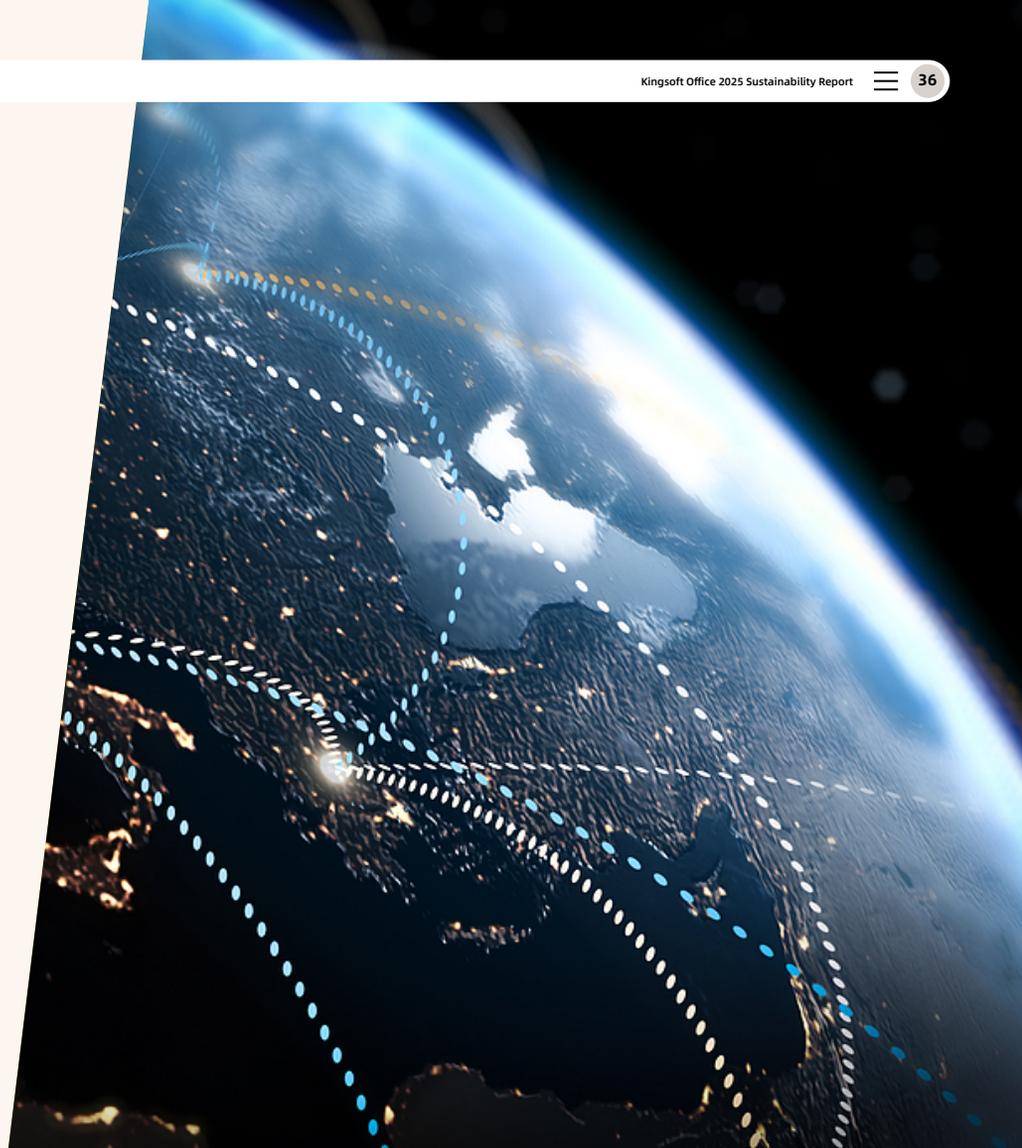
Providing High-quality Services

Kingsoft Office adheres to the principle of "user first", extensively collects user feedback, improves its complaint handling mechanism, and continuously enhances the quality of its products and services, striving to deliver efficient and convenient service experiences for users.

Optimizing User Services

Through technological innovation and channel expansion, we have built a comprehensive and multi-dimensional client service system. We continue to strengthen our proactive service mindset and intelligent response capabilities to ensure transparent and convenient communication between individual users and customer service personnel.

🔽 Smart Service Mini Program

We have launched and continuously optimized a smart service mini program, integrating AI semantic recognition technology and providing a series of automated service solutions. This enables 24/7 accurate resolution of users' frequently asked questions and improve service efficiency.

🔽 Human-assisted Services

When the smart service mini program cannot meet user needs, users can request human-assisted services with one click on the mini program interface to resolve complex and unconventional issues.

🔽 Offline Exchange Meetings

The Company hosts user face-to-face exchange meetings to understand users' experiences and expectations regarding our products, providing strong support for continuous product optimization and iteration.

🔽 User Learning Platform

We have established the *WPS 365 Learning Plaza* system and continuously enrich the content of our self-directed learning platform, "Da Wu Academy", by uploading online learning resources including instructional videos on Kingsoft Office's products, further enhancing users' ability to master product functions.

🔽 Direct Connection with Leading Social Media

In 2025, we opened a private-message fast-response channel on "Xiaohongshu", one of the leading domestic social media platforms, to ensure that users receive timely professional guidance and solutions when sharing experiences or providing feedback.

We constantly optimize service processes for government and enterprise users to elevate service professionalism:

🔽 Service System Development

We have established the Wuhan Remote Operation and Maintenance Center, Wuhan Remote Technology Center and Specialized Delivery Department, accumulating and consolidating a vast array of user feedback resolution strategies, and constructing a professional knowledge base for user feedback.

🔽 Service Standard Improvement

We use AI technology to organize the knowledge base, forming a unified service response knowledge system. We also handle mature and general scenario solutions in a standardized way. In 2025, we updated the *Service Response and Product Optimization Timeliness Manual* and developed tiered SLA (Service Level Agreement) standards tailored to issues of different severity and diverse enterprise client needs.

🔽 Service Quality Analysis

To constantly enhance user satisfaction, we continuously conduct satisfaction fluctuation analysis using the PDCA management method. [9] We regularly conduct in-depth analysis of typical service cases and systematically summarize user service experiences.

🔽 Training for Government and Enterprise Users

We have delivered training services to over 800 government and enterprise users across sectors such as government, enterprise, finance, and education, conducting a total of 1,200 training sessions with over 2,400 hours of instruction and more than 250,000 participants. Training content includes genuine software policy interpretation, product instructions, digital transformation guidelines, and customized contents.

9. PDCA (Plan-Do-Check-Act) is a continuous improvement management cycle method aimed at the ongoing enhancement of product and service quality.

Strengthening Complaint Management

We comply with the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests, Regulation on the Implementation of the Law of the People's Republic of China on the Protection of Consumer Rights and Interests* and other related laws and regulations, formulating and continuously improving the *WPS Customer Service Department Complaint Handling Process Policy*. This policy details employees' responsibilities and code of conduct on products and services, covering the complaint handling process, service quality standards, service response efficiency, product optimization efficiency, and other specific requirements. This ensures an efficient and unblocked service process.

This year, we focused on optimizing the multi-channel collaborative response mechanism to further shorten the turnaround cycle of cross-departmental complaints. The customer service complaint handling team operates under the "immediate action" service standard. By collaborating with decision-makers across multiple business units, we have established an efficient "green channel" to ensure initial responses within 4 hours and resolution within 24 hours on working days. After the complaint resolution, we conduct regular reviews of complaint cases to continuously refine our operational mechanisms and improve complaint response and handling efficiency.

We also have bolstered our management of social media complaint responses. We have established official service accounts on multiple leading domestic social media platforms and appointed dedicated personnel to address social media complaints, ensuring prompt response and effective resolution of user complaints on these platforms.

In 2025, we received a total of 839 product complaints[10] , with a 100% complaint handling response rate and a user satisfaction rate of 98.2%.

10. The statistical caliber of complaints includes behaviors such as complaints about product, technology and service quality, demands for problem resolution, or claims for compensation.

Building Staff Capability

To maintain customer service quality, the Company regularly identify skill gaps among customer service personnel through service quality inspections and competency assessments, and design targeted training programs to enhance their capabilities. We have built an internal learning platform and established a diversified curriculum system from basic to advanced levels, covering product functions, industry trends, professional proficiency, and other areas. This year, we have newly added training content focused on AI function application and troubleshooting, helping customer service personnel enhance their comprehensive capabilities.

🔽 **Comprehensive training for customer service personnel**

In 2025, we conducted 129 online and offline training sessions for all customer service personnel, covering product knowledge, business processes, service and communication skills, compliance, and privacy protection. The post-training employee assessment pass rate was 100%. Additionally, we have recorded these training sessions as online courses for new employee onboarding training, helping newly recruited customer service personnel quickly acquire the ability to deliver professional and attentive services for users.

🔽 **Specialized training for government and enterprise customer service personnel**

For government and enterprise customer services, we organized over 70 specialized training sessions and assessments, achieving a 100% pass rate. These sessions ensure customer service personnel are well-versed in the Company's internal management policies, and provide professional service support to government and enterprise customers.

Conducting Training for the Customer Service Team

Scientific and Technological Innovation

We strengthen R&D innovation management system, continue to invest in R&D, cultivate R&D talent, built a collaborative innovation ecosystem, and propel the development of new quality productive forces. Furthermore, the Company attaches importance to the ethical governance of science and technology and strengthens intellectual property protection, providing a secure guarantee for the transformation of our innovative achievements.

Commitment to Independent Innovation

Kingsoft Office firmly believes that technological innovation is the core driving force behind the Company's sustainable development. This year, the Company formulated its new five-year strategic blueprint, continuously strengthened its independent innovation capabilities, and promoted the implementation of its three core strategies: AI, collaboration, and internationalization, injecting vitality into the long-term, high-quality development of its business.

Governance

In 2025, to further drive the in-depth integration of business innovation and product technology, the Company officially established the Product Technology Committee, serving as the supreme decision-making body for product R&D. Headed by the CEO as Director and a VP of the R&D system as Deputy Director, the Committee brings together top internal experts from various fields as members. It has formulated and implemented the Articles of Association of the Product Technology Committee, which clarifies responsibilities and standardizes procedures in an institutionalized manner. This ensures that technology decisions and product development directions are always aligned with corporate strategy, and establishes a scientific and efficient collective decision-making mechanism, laying an organizational foundation for continuously building competitive products and achieving long-term high-quality development. The teams of the R&D Business Unit are responsible for implementing technology decisions, and conduct weekly meetings for communication and work reporting. To sustain the Company's R&D and innovation efforts, indicators for product R&D and innovation have been incorporated into the performance assessment of relevant personnel.

Strategy

The Company fully recognizes the profound positive impact of "Innovation-driven Development". By combining independent innovation with external cooperative innovation, the Company's innovation practices not only introduce cutting-edge technologies to the industry and promote the coordinated development of new quality productive forces across the sector through innovative achievements, but also provide clients with solutions that enhance office and production efficiency, supporting their digital transformation. This impact extends comprehensively to corporate operations, suppliers and technology partners upstream in the value chain, as well as clients and end markets downstream.

Maintaining technological innovation is conducive to enriching the Company's product and technology portfolio, and may open up new growth drivers for the Company. It will also enhance the accumulation and strategic deployment of intellectual property, form differentiated competitive advantages, and increase the Company's operating revenue. It is expected that the impact of these opportunities will gradually emerge in the medium to long term.

To continuously expand positive impacts and seize opportunities, the Company plans to improve its innovation management system, optimize the allocation of R&D resources, and accelerate the transformation and implementation of innovative achievements. Through building innovation platforms and deepening industry-university-research cooperation, the Company will jointly build a collaborative innovation ecosystem with value chain partners, and ultimately achieve win-win development for both the enterprise and the industry.

During the reporting period, the Company continued to advance research, development, and application in the field of artificial intelligence, strategically expanded into international markets, and continuously iterated its cloud collaboration products, thereby consolidating the competitive advantages of its existing businesses. Due to the fact that statistical methods and standards are not yet mature and uncertainties remain, it is currently not possible to separately identify and evaluate the impact of the aforementioned opportunities on the Company's financial position, operating results, and cash flows for the current period and the following fiscal year.

Impact, Risk and Opportunity Management

Deepening innovation management

Kingsoft Office remains dedicated to deepening its innovative management. The Company has established the *Kingsoft Office Code Open Source Management Measures*, the *Kingsoft Office PC Office Code Red Line Requirements*, the *R&D Work Handover Guidelines* and other internal systems. This year, we formulated and implemented the *Kingsoft Office Industry and Research Special Management Mechanism (Trial)* and established a special international project team, achieving rational and efficient allocation of R&D resources and dynamic management of R&D plans, providing support for the Company's R&D and innovation.

The Company has comprehensively promoted digitalized R&D management and strictly implemented a three-level review mechanism for demand approval, technical solutions, and experience design, ensuring that product design is always deeply aligned with user value. We have built a "Digital R&D Platform" to conduct full-index monitoring and visual analysis of core dimensions such as demand management, process quality, outcome quality, and feedback response, realizing full-process quality control of products from demand to launch. Meanwhile, the Company has completed in-depth unification of R&D processes across the organization, establishing a transparent and efficient cross-departmental collaboration foundation and significantly improving cross-functional collaboration efficiency.

Kingsoft Office deeply recognizes that a new generation of information technology, represented by artificial intelligence, is reshaping the industry's competitive landscape and the way value is created. We have therefore firmly adopted "All in AI" as our core innovation direction, continuously exploring cutting-edge technologies, and committing to systematically integrating AI deeply into product R&D and core operation systems. We promote the use of AI programming tools, launch AI code reviews, and build a future-oriented, highly resilient innovation engine. Based on general large models, we independently develop secure, controllable, and dedicated industry large models and agents, providing clients in finance, manufacturing, government affairs, and other sectors with business insights, automated decision-making, and personalized services to support their digital and sustainable transformation.

In addition, we continue to participate in and lead the formulation of industry standards and governance frameworks, gaining in-depth insights into AI development and integrating them into norms followed by the industry, so as to promote the coordinated development of new quality productive forces across the whole industry. This year, the Company participated in formulating 1 local standard in the office field and 5 industry guidelines in the artificial intelligence field.

Standards Formulated by Kingsoft Office in 2025

Local Standards:

DB32/T 5007-2025 Technical Requirements for Electronic Files Application and Management in E-Government System (Jiangsu Local Standard)

Industry Guidelines:

TC260-PG-20258A *Cybersecurity Standards Practice Guide - Labeling Method for AI-Generated and Synthesized Content: Implicit Labeling via File Metadata for Text Files*(Published)

TC260-PG-20259A *Cybersecurity Standards Practice Guide - Labeling Method for AI-Generated and Synthesized Content: Implicit Labeling via File Metadata for Picture Files* (Published)

TC260-PG-20257A *Cybersecurity Standards Practice Guide - Labeling Method for AI-Generated and Synthesized Content: Implicit Labeling via File Metadata for Video Files* (Published)

TC260-PG-202510A *Cybersecurity Standards Practice Guide - Labeling Method for AI-Generated and Synthesized Content: Implicit Labeling via File Metadata for Audio Files*(Published)

TC260-PG-202511A *Cybersecurity Standards Practice Guide - Labeling Method for AI-Generated and Synthesized Content: Implicit Labeling via File Metadata for Technical Guidelines for Safety Protection* (Published)

Cultivating Innovative Scientific and Technological Talent

We focus on unlocking the innovation potential of our team, continuously increasing resource investment, and promoting the transformation of technological achievements into practical value. In 2025, the Company officially launched an internal open source platform, attracting 2,520 R&D staff to participate in joint construction, with a total of 285 open source projects incubated.

Meanwhile, the Company has improved its innovation incentive mechanism and formulated the *Kingsoft Office Patent Reward Policy,* which rewards employees who successfully apply for patents and encourages them to integrate innovative thinking into daily work. In 2025, we awarded approximately 400 employees who successfully declared patents, with the total reward amounting to over RMB 1 million.

To further cultivate an innovative atmosphere, we regularly carry out R&D training and technical exchange activities. These efforts aim to discover and cultivate innovative talent, promote knowledge sharing and collaboration, and stay abreast of the latest technological trends, thereby continuously enhancing the comprehensive quality and innovation capabilities of our R&D staff.

AI Programming Hackathon

To enhance employees' technical proficiency and stimulate their innovation potential, Kingsoft Office held an AI Programming Hackathon in 2025, encouraging employees to leverage AI tools to improve work efficiency. The event attracted 141 teams and 306 participants. Through two competition stages and 12 hours of immersive development, the high-quality projects that emerged from the hackathon have now entered an incubation phase. These projects not only focus on tool innovation but are also deeply integrated into business scenarios, exploring the practical application value of AI tools. This hackathon effectively expanded the application scope of AI tools within the Company, fostered a strong atmosphere of technological innovation, and laid a foundation for cultivating AI technical talent and advancing the intelligent upgrading of business operations.

AI Programming Hackathon

CODING Bazaar Activity

To continuously cultivate a culture of innovation, the Company launched the "CODING Bazaar" activity to identify valuable and implementable ideas within the Company, assist employees in bringing their innovative ideas to fruition, incubate more valuable innovation projects, and provide project incubation funding and other support. In 2025, a total of 11 innovative projects received company-level awards and were successfully applied to actual business operations. At the same time, this initiative helped cultivate a group of outstanding technical talents.

"CODING Bazaar" Awards Ceremony Event

"Dialogue with Architects" Activity

To foster the inheritance and innovation of the Company's technology, Kingsoft Office launched the "Dialogue with Architects" activity. Senior technology experts are invited to serve as trainers, conducting technology sharing and exchanges with the Company's technology R&D staff. The activity focuses on core business-aligned and cutting-edge industry topics, with trainers conducting in-depth analysis and exploration of R&D methods, experiences, and problem-solving approaches through "dialogue-based sharing and interactive discussions".

In 2025, multiple offline "Dialogue with Architects" activities were held in Zhuhai, Wuhan, and other office locations. These activities focused on topics such as optimizing AI application performance, creating high-performance systems, and exploring global opportunities and challenges. The sessions assisted technical staff in broadening their horizons, stimulating professional thinking, and connecting technological legacy with innovation.


"Dialogue with Architects" Activity

Industry Ecosystem Co-construction

Kingsoft Office continues to deepen collaboration with industry partners, actively participating in industry cooperation and exchange meetings to jointly unleash the empowerment value of technological innovation on new quality productive forces with the value chain partners. Through resource integration, cross-domain cooperation and such methods, we aim to improve product performance, meet new challenges and search for new market opportunities with partners, and build an industrial ecosystem featuring complementary advantages and mutual benefit.

WPS Office for AI PC Debuts on Snapdragon X Platforms

During the Snapdragon Summit in Sep. 2025, Kingsoft Office launched the AI PC version of WPS Office, natively optimized for Snapdragon X Series platforms. This marks the integration of "hardware computing power + software scenarios" has entered a practical stage. Leveraging the performance and computing power advantages of Snapdragon X Series platforms, the product achieves high-speed responsiveness and low power consumption when handling large documents and complex spreadsheets, with a 20% faster startup speed compared to other systems. As a builder of a cross-system office ecosystem, Kingsoft Office has covered mainstream operating systems and will deepen collaboration with Qualcomm to build a "three-in-one" ecosystem integrating AI PCs, cloud services, and AI tools, driving a seamless cross-device office experience.
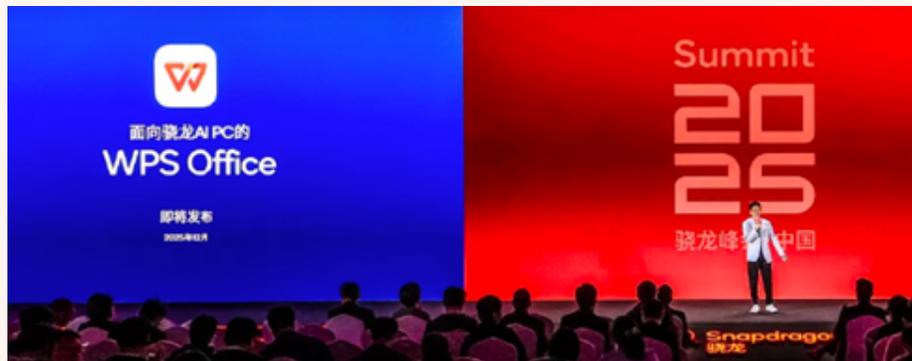
Global Ecosystem Partner Salon

Kingsoft Office Joins Forces with Seeyon to Empower Digital & Intelligent Productivity

In Oct. 2025, we signed a strategic cooperation agreement with Beijing Seeyon Internet Software Corp. at the Kingsoft Office Global Core Ecosystem Partner Conference. This partnership aims to achieve deep integration of AI with organizational collaboration, driving the upgrade from "tool intelligence" to "productivity intelligence". Centered on five key dimensions including strategic synergy and product solution integration, we are deepening our strategic layout in the AI era. The goal is to jointly build a "new integrated digital & intelligent operations foundation", creating a collaborative paradigm for "new quality productive forces" and propelling organizational productivity toward an intelligent leap forward.

Signing Ceremony of Strategic Cooperation Agreement

Global Ecosystem Partner Salon Builds an International Collaboration Network

To deepen its global ecosystem strategy and drive product innovation and industry co-creation through collaborative partnerships, Kingsoft Office launched the "Global Ecosystem Partner Salon" series of high-level closed-door meetings this year. Centered on themes of "enterprise going global" and "global ecosystem co-construction", the salon brought together over 40 experts from global technology services and software applications, breaking down industry and geographical barriers. It provides partners with channels for resource matching, technical exchange, and innovation collaboration, uniting efforts to explore pathways for product co-innovation. Moving forward, we plan to progressively host the salon in key markets such as Singapore, Malaysia, and Dubai, continuously improving our cross-regional collaboration system.

Global Ecosystem Partner Salon

Indicators and Goals

Over the next five years, Kingsoft Office will continue to increase its R&D investment and unwaveringly advance the implementation of its three core strategies: AI, collaboration, and internationalization. The Company will focus on establishing WPS 365 as a leading brand in the domestic enterprise collaboration office market, striving to become a pioneer in AI technology and applications within the office sector. At the same time, we are committed to building a high-caliber, large-scale R&D team to solidify the technical talent foundation for the Company's long-term innovation and development. Additionally, efforts will be prioritized to reconstruct overseas bases, achieving a comprehensive strategic upgrade in internationalization.

As at the end of the reporting period, the number of R&D staff of Kingsoft Office from its 5 R&D centers in Beijing, Zhuhai, Guangzhou, Wuhan, and Hefei has reached

4,236

accounting for

66.34%

of the total number of the Company's employees

As at the end of the reporting period, Kingsoft Office's total R&D investment has reached

RMB **2.095** billion

achieving an increase of

23.57%

compared with the same period of last year, and investment in R&D accounted for

35.34%

of the operating revenue.

Ethical Governance of Science and Technology

Upholding the responsible AI philosophy of "free development, innovation leadership, and security control", Kingsoft Office places high importance on addressing scientific and technological ethical issues in artificial intelligence, such as data privacy, transparency, fairness, bias, and discrimination. The Company continuously enhances its ethical governance of science and technology as well. We strictly adhere to regulations such as the *Interim Measures for the Administration of Generative Artificial Intelligence Services* and the *Provisions on the Administration of Algorithm-generated Recommendations for Internet Information Services*, jointly issued by the Cyberspace Administration of China and other departments, establishing internal systems, including the *Kingsoft Office Algorithm Security Incident Response System*, the *Kingsoft Office R&D Incident Management Measures, and the Kingsoft Office R&D Data Management Measures*. This aims to comprehensively control the potential risks related to ethical governance of science and technology during the product lifecycle. In the current year, the Company recorded no violations of ethics in science and technology and incurred no penalties from regulatory authorities related to such ethical breaches.

Kingsoft Office Responsible AI Philosophy

- **Free Development:** Promoting the free development of human beings and supporting the independent choice and personalized growth of individuals.

- **Innovation Leading:** Becoming the engine of human innovation and providing support for breakthroughs and progress in various fields.

- **Security and Controllability:** Serving as a security assisting means for human beings, ensuring that it is in accordance with the values and long-term interests of human beings.

Here are our actions to enhance ethical governance of science and technology:

In terms of technology research and development

We continuously detect and correct model deviations, exploring the interpretability, transparency, and fairness of AI to ensure that the decision-making basis and behaviors of AI can be explained and traced. We regularly conduct model fairness assessments and bias testing, continuously optimizing algorithms and strategies for content generation and technological ethics risk review. By leveraging technical means such as the expansion of keyword repository, DPO[11] reinforcement learning, and reinforcement learning from human feedback, we effectively improve the precision of our algorithm in intercepting ethical risks in science and technology, avoiding the occurrences of discrimination, bias or illegal issues caused by AI.

In terms of content transparency

During the process of AI text generation, we clearly label AI-generated synthesis to AI-generated images and other content to ensure that users can identify the source of content during use and distinguish between human-created content and AI-generated content.

In terms of data and permission management

The Company has established the User Privacy Committee, improving the data security management system, standardizing the means of managing the whole life cycle of data, safeguarding the security of users' private data. We implement strict permission controls for all AI-related functions: for individual users, AI features are activated only upon their explicit authorization and initiation; for enterprise and institutional users, AI capabilities are made available according to permissions configured by the organization's administrator, enabling tiered authorization and traceable operations, thereby mitigating the risk of AI misuse or abuse.

In terms of user appeal

We have set up appeal and feedback channels within our products, allowing users to raise questions or suggestions regarding AI-related functions (such as formatting suggestions, content review, intelligent proofreading, and permission allocation) through customer service channels as well. We actively address these inputs and continuously optimize AI-related features to effectively safeguard user rights and enhance the product experience.

In terms of employee training

To enhance employees' awareness in AI ethics, we have been developing courses and special training programs on ethics of science and technology for both technical and business staff, covering modules on ethical principles, privacy protection, fairness, transparency, etc. We also irregularly invite industry experts and academics to share cutting-edge research results and insights with our technical staff in the format of interaction and discussion to broaden employees' cognitive horizons and deepen their understanding of technology ethics. In addition, we encourage employees' active engagement in AI ethics research projects, providing support for them to delve deeply into AI ethical issues, and promote the translation of research outcomes into product development applications.

11. DPO (Direct Preference Optimization) is a novel reinforcement learning optimization method designed to refine the behavior of language models or other generative models, ensuring that their outputs align more closely with human preferences.

Protecting Intellectual Property Rights

Kingsoft Office attaches great importance to intellectual property protection and has set up a special intellectual property management group. We strictly abide by national laws and regulations such as the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China,* and the *Copyright Law of the People's Republic of China* and formulate and implement internal systems such as the *Kingsoft Office Patent Application Policy, the Kingsoft Office Trademark Search and Trademark Registration Management Policy,* and the *Kingsoft Office Copyright Management Policy,* etc. to standardize the intellectual property management process. Both taking protection of our own intellectual property rights and those of others into consideration, we continuously conduct specialized training on intellectual property rights to comprehensively enhance all employees' awareness of intellectual property protection and compliance literacy.

Intellectual Property Protection Measures

The Company continues to improve the intellectual property protection. We protect our propriety intellectual property through various ways and respect the intellectual property of others.

Protecting Our Intellectual Property Rights

Building a review mechanism: Kingsoft Office conducts a patent examination process featuring multi-department collaboration and multi-level supervision to pre-evaluate and strictly review patent proposals, and timely identify and correct defects in patent proposals and potential infringement risks, to improve the success rate of patent authorization.

Assessing intellectual property: The Company sets up the intellectual property assessment procedures and conducts the full-process intellectual property assessment management for major R&D projects, providing intellectual property protection for business development.

Building databases: We have established the intellectual property database to systematically manage and record all aspects of intellectual property application, review, maintenance, and right protection, We also conduct retrieval, statistics, and analysis of intellectual property data to learn about the Company's intellectual property status and ensure normative IP management.

Taking evidence-collecting strategies: In the civil litigation and right protection process against intellectual property infringement, timestamps are used by us to document the infringement, ensuring the authenticity and traceability of infringements. We also identify the economic losses directly caused by the infringement during evidence-collecting process, reserving sufficient evidence to combat the infringement.

Respecting Others' Intellectual Property Rights

Reminding users through multiple channels: We clearly inform users not to infringe on the intellectual property rights of others through various channels such as user agreements or product interfaces.

Unblocking complaint channels: Kingsoft Office has established various channels of right protection and complaint such as telephone and email, and the Company's legal and user service team will verify the infringement of intellectual property rights. Once verified, the Company will handle the infringement complaint in accordance with laws and regulations and take necessary measures to delete and block the infringement content.
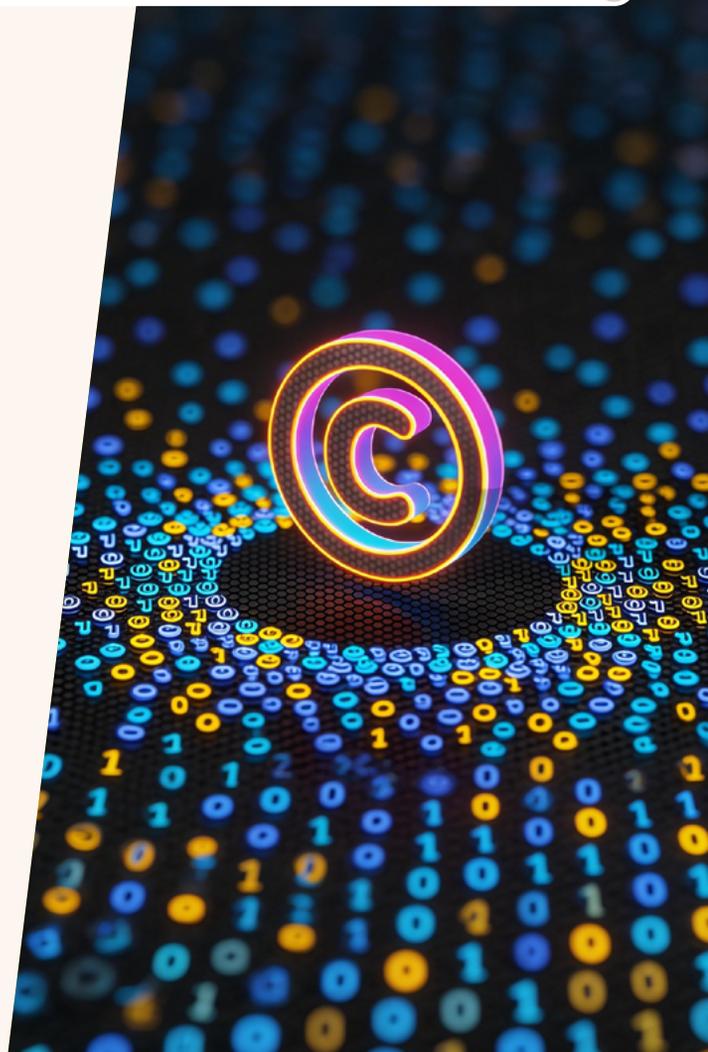
Enhancing Awareness of Intellectual Property Protection

To enhance employees' awareness of intellectual property protection and reduce the risk of intellectual property disputes and infringement, Kingsoft Office has developed corresponding intellectual property training sessions for employees in different positions. In 2025, the Company conducted 33 intellectual property-related training sessions for 4,800 employees, with each training session lasting for over 1 hour averagely.

▼ For new employees

The Company conducts systematic training on intellectual property protection at the beginning of employment, and clarifies the relevant intellectual property systems and requirements to be followed in the scope of job responsibilities, enhancing the new employees' awareness of intellectual property protection;

▼ For R&D staff

The Company conducts special training on intellectual property risk identification and self-owned intellectual property protection, and enhances the legal compliance awareness and protection capabilities of R&D staff on self-owned intellectual property;

▼ For business staff

The Company conducts training focused on core themes such as intellectual property litigation process, strengthening business personnel's awareness of the core value of intellectual property protection;

▼ For sales staff

The Company conducts intellectual property risk training to increase the importance and awareness of intellectual property among sales staff, and reduce the risk of infringement.

In addition, we organized multiple internal and external exchange activities on intellectual property protection and information compliance at our office locations in Zhuhai, Wuhan, and Beijing. Experts from the Company's legal compliance department as well as external professionals were invited to give thematic presentations, enhancing employees' intellectual property protection and compliance literacy. These activities also served as a platform to share practical experiences in refined intellectual property management with industry peers.

Kingsoft Office 2025 Intellectual Property Publicity Week

In 2025,

the Company conducted

33

ntellectual property-related training sessions

with each training session lasting for over

1 hour

averagely

the number of training employees reached

4,800

Intellectual Property Related Honors Awarded to Kingsoft Office in 2025[12]

Beijing Intellectual Property Advantage Unit

Annual Intellectual Property Excellence Impact Award

The WPS trademark has been included in the "18th Batch of Shanghai Key Trademark Protection List" and the "Xuhui District Key Trademark Protection List"

2025 Leading Intellectual Property Enterprise

12. Kingsoft Office's intellectual property related honors in 2025 include those that were publicly announced during 2025, for which relevant honor certificates have been received, and whose certificates remain valid within their effective period.

Intellectual Property Related Performance of Kingsoft Office

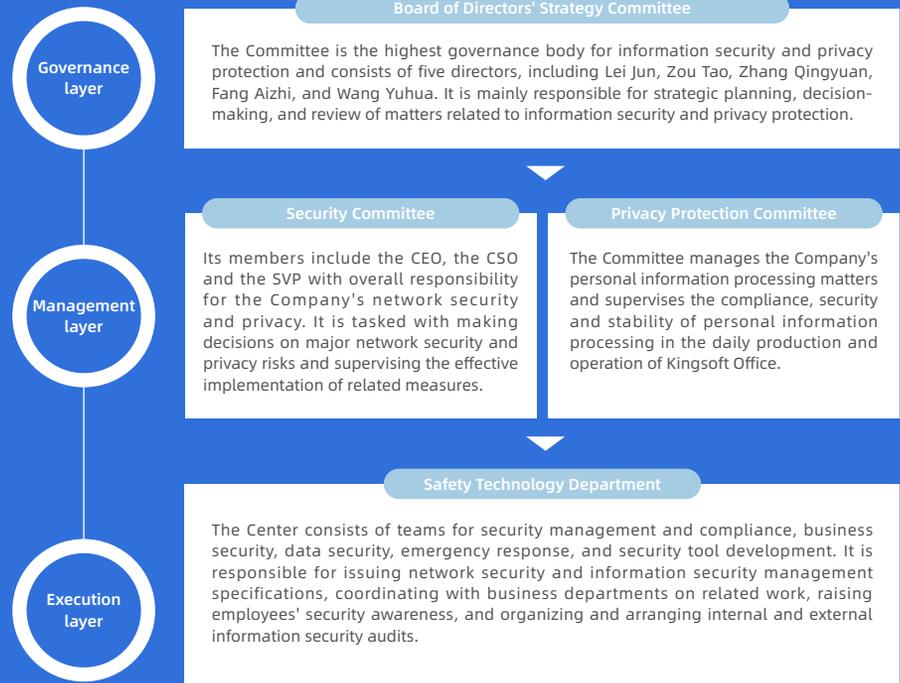|	2025 Newly Added Quantity			Cumulative Quantity		
	Application Count (Pieces)	Acquisition Count (Pieces)	Effective Count (Pieces)	Application Count (Pieces)	Acquisition Count (Pieces)	Effective Count (Pieces)
Invention patent	164	81	81	1,382	728	728
Design patent	3	5	5	38	31	31
Software copyright	20	20	20	852	852	852
Work copyright	1	1	1	15	15	15
Trademark	283	191	191	2,779	1,839	1,839
Total	471	298	298	5,066	3,465	3,465

Data Security and User Privacy Protection

Facing the information security risks brought by the high-speed development of AI and other emerging technologies, Kingsoft Office is committed to safeguarding the Company's data and privacy security based on the principles of "legality and compliance, ensuring security, alignment of rights and responsibilities, and integrity and honesty". We continuously strengthen our information security infrastructure through technological upgrades, attack and defense drills, and various other initiatives. By strictly implementing data security compliance requirements, we comprehensively enhance the integrated protection capabilities of our office network, thereby building a robust information security barrier for the Company's business development.

Governance

A security management structure composed of governance, management, and execution layers was established by us. The Board of Directors' Strategy Committee of Kingsoft Office serves as the highest governance body, responsible for reviewing the Company's network security and privacy protection strategies and overseeing the execution of security protection measures. The Board of Directors' Strategy Committee sets up a Security Committee and a Privacy Protection Committee. They are required to report monthly to the Strategy Committee on the progress of safety construction work. The Security Committee is responsible for the management and decision-making of network security and data security; the Privacy Protection Committee is responsible for the management and supervision of the personal information processing. The Security Technology Department functions at the execution layer, with a primary focus on issuing network security management standards, coordinating internal and external audits, advancing foundational security capabilities, conducting preemptive attack and defense drills, facilitating the procurement of security equipment, and organizing training and security drills. The Company incorporates security work into performance assessments, focusing on foundational capability development, the coverage of attack-defense drills, and achieving the goal of zero compromise during major security protection activities. The security governance structure, from top to bottom, possesses the necessary knowledge and professional skills in data security and user privacy protection. Concurrently, relevant personnel actively participate in specialized training to continuously enhance their professional capabilities.

Kingsoft Office Security Management Organizational Structure

Governance layer

Board of Directors' Strategy Committee

The Committee is the highest governance body for information security and privacy protection and consists of five directors, including Lei Jun, Zou Tao, Zhang Qingyuan, Fang Aizhi, and Wang Yuhua. It is mainly responsible for strategic planning, decision-making, and review of matters related to information security and privacy protection.

Management layer

Security Committee

Its members include the CEO, the CSO and the SVP with overall responsibility for the Company's network security and privacy. It is tasked with making decisions on major network security and privacy risks and supervising the effective implementation of related measures.

Privacy Protection Committee

The Committee manages the Company's personal information processing matters and supervises the compliance, security and stability of personal information processing in the daily production and operation of Kingsoft Office.

Execution layer

Safety Technology Department

The Center consists of teams for security management and compliance, business security, data security, emergency response, and security tool development. It is responsible for issuing network security and information security management specifications, coordinating with business departments on related work, raising employees' security awareness, and organizing and arranging internal and external information security audits.

Strategy

The Company fully recognizes the potential negative impacts arising from inadequate management of data security and user privacy protection. Deficiencies in the Company's relevant management measures and mechanisms could have repercussions throughout its operations and downstream value chain. On one hand, the Company's own operations would directly face compliance pressure and the risk of operational disruption. On the other hand, downstream users could suffer direct losses from data leakage. Such incidents could not only trigger a crisis of client trust but also potentially damage the collective reputation of the entire industry.

During the year, we reviewed the potential financial impacts arising from risks related to data security and user privacy protection. Violations of laws and regulations related to data security and privacy protection may result in the Company being involved in major negative incidents such as data security breaches and privacy leaks, which in turn could subject the Company to regulatory penalties. To address such risks, the Company needs to invest in relevant software applications and hardware equipment. If data security and user privacy protection controls are ineffective, the impact of related risks may manifest in the short term.

To mitigate negative impacts and proactively address such risks, the Company has established a data security and privacy protection management system covering the entire lifecycle. It strengthens risk prevention measures, enhances emergency response and handling capabilities, improves internal and external audit mechanisms, and deepens transparent communication with clients and suppliers to uphold data security and privacy for all parties in the value chain.

During the reporting period, the Company was not subject to regulatory penalties due to data security or user privacy protection issues. In response to relevant regulatory requirements, the Company has made dedicated investments in software and hardware related to data security and user privacy protection. The above risks did not have a material impact on the Company's current financial position, operating results and cash flows, and are not expected to have a material impact on its financial position, operating results or cash flows in the next year.

Impact, Risk and Opportunity Management

The Company actively manages the impacts, risks, and opportunities related to data security and user privacy protection. Detailed information can be found in the following sections of this chapter: Network Security Management, Privacy and Data Protection, Security Awareness Enhancement, Supplier Network Security Management, and Security Cooperation and Certification.

Indicators and Goals

The Company continuously monitors the effectiveness of its data security and privacy protection governance. We establish a series of objectives and regularly review their achievement, committing to integrating data security and privacy protection into every aspect of product development and service delivery, thereby guiding the execution of the Company's security management efforts.

Management Objectives	Management Progress
Achieve **0** data security incidents	In 2025, the number of data security incidents was **0**
Achieve **0** personal information leakage incidents	In 2025, the number of personal information leakage incidents was **0**
Achieve over **95**% operational scope covered by security management certification	In 2025, the operational scope covered by security management certification exceeded **95**%
Employee training coverage on data security/user privacy protection Achieve **100**%	In 2025, the employee training coverage on data security/user privacy protection reached **100**%

Network Security Management

Network and data security are foundational to building digital trust, a comprehensive network security management system and a risk management mechanism were established by Kingsoft Office for periodic network security audits. This year, the Company has not encountered any data security incidents.

Network Security Management System

Kingsoft Office strictly adheres to relevant laws and regulations such as the *Network Security Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China,* and the *Regulation on Internet Information Services of the People's Republic of China*. We have established a comprehensive network security system that governs all relevant business lines, involving all the Company's products and services. These include the *Safety Instructions*, the *Network Security Management Policy*, the *Policy for R&D Security and Privacy Protection*, the *Digital Asset Management Regulations*, the *Kingsoft Office Third-Party Software Management Regulations*, the *System Security Management Regulations*, the *Kingsoft Office Security Red Line, and the Supplier Security Red Line.* These regulations clearly outline compliance and security requirements related to data processing, personnel management, and access control. This year, the Security Technology Department updated the security baseline execution standards to accommodate growing business needs and increasingly stringent external regulatory requirements. These standards are integrated into individual operations and throughout the entire business process, ensuring the effective implementation of security controls.

Product Security Management System

We have established a comprehensive security management system that encompasses the entire product lifecycle, including requirement analysis, design, development, testing, deployment, and operation & maintenance. This integrates information security and privacy protection requirements throughout the entire process, ensuring strict compliance with regulatory standards. Based on this foundation, we systematically identify weak points and high-risk areas prone to attack in core scenarios, clarify the root causes and impact pathways of risks, and implement targeted governance and reinforcement measures at different levels. By continuously integrating security capabilities into product structure and operational mechanisms, we reduce the overall security attack surface and enhance the security protection and resilience levels of core products and services.

1. Security Requirement Analysis: We evaluate the security and privacy risks faced by different products according to their characteristics, addressing potential issues at the source.

2. Security Design: We fully consider product safety requirements and establish clear safety baselines to ensure product safety.

3. Security Development: In the product development stage, we adhere strictly to secure coding standards and employ white box testing of code to analyze the internal structure and logic of the software. We check whether the product meets coding standards and specific functional requirements, effectively enhancing code security.

4. Security Testing: Before product launch, we conduct compliance reviews and privacy functionality tests in line with the actual situation of the product to ensure it meets standards and to improve product safety and reliability.

5. Secure Deployment and Operation & Maintenance: After product launch, we continuously perform security checks and compliance assessments, as well as deploy terminal detection and response testing. Monitoring the activity status of terminal devices allows us to promptly detect malicious behaviors and take countermeasures to ensure the safety and stability of the operation & maintenance environment.

Network Security Risk Management

With the goal of "systemic compliance, effective practicality, and regular protection", we continuously optimize and improve our network security defense system. We deeply identify potential business risks, analyze various risk factors, and continuously enhance our protective technologies and methods, and improve the overall risk disposal capabilities, achieving systematic and comprehensive control of network security risks.

Risk Identification and Monitoring

- Analyzing third-party threat intelligence[13] to identify the characteristics and patterns of potential threats, reinforcing the security design and development of products;

- Conducting regular network vulnerability scans[14] and analyze the results to promptly identify system vulnerabilities and weaknesses, understand the causes and patterns of vulnerabilities, and optimize the Company's security strategy and defense system;

- Launching a mirror detection[15] to assist the security team in identifying critical system vulnerabilities, thereby comprehensively enhancing security detection and management capabilities;

- Launching a Diamond Host Security Detection Service (HIDS)[16] to thoroughly evaluate host security, continuously monitor system security risks, prevent data breaches, and protect the data security of host systems.

- Using third-party apps of privacy detection platforms to evaluate the privacy protection compliance of the company applications, improving the capability and standard of information security protection.

13. Third-party threat intelligence refers to intelligence about cyber threats, attacker organizations, and vulnerability exploitations that are collected, analyzed, and integrated from external security professionals, research organizations, and open-source communities.

14. Vulnerability scanning refers to the process of using automated tools to scan and inspect target systems (such as networks, applications, or databases) for security vulnerabilities.

15. Mirror detection refers to the service that helps users discover high-risk system vulnerabilities, application vulnerabilities, malicious samples, configuration risks, and sensitive data within images.

16. Host security detection service refers to the service that conducts security checks on the hosts within the internal network environment of an enterprise, providing a series of security check technologies to discover and analyze security risks and hidden dangers in the host systems and provide corresponding repair suggestions and measures.

Risk Assessment

- Conducting vulnerability crowdsourcing[17] to expand the scope of risk assessment, actively discovering system vulnerabilities, and enhancing system security;

- Carrying out internal and external attack and defense drills, using simulations of real attacks and defenses to identify security flaws in information systems, and make timely repairs and improvements. We prioritize the identification of potential risk factors and develop remediation plans addressing nine primary categories of concerns, including high-risk ports and custom protocols[18]. In 2025, Kingsoft Office conducted 4 internal and external attack and defense drills to effectively strengthen emergency response capabilities.

Risk Prevention

- Utilizing the Zero Trust model to launch a unified security gateway that integrates security measures throughout the construction of the whole office network. Taking three practical objectives of unified application entrance, unified authentication and authorization, and unified access control, in order to enable foundational functionalities such as device tracking and permission control, assisting the Company in protecting critical assets and data.

- Conducting network security risk training for employees to help them identify common cyber-attack methods and prevention strategies, in order to reduce the risk of the Company suffering from cyber-attacks by enhancing the employees' defensive capabilities;

Risk Response

- Improving the emergency handling mechanism for security incidents, tailoring emergency response plans for different business characteristics, and promptly detecting and handling security incidents to minimize losses;

- Building a security emergency response platform, referencing industry standards such as ISO/IEC 30111 and ISO/IEC 29147, establishing a security vulnerability response and emergency response mechanism to ensure timely response upon discovering vulnerabilities.

17. Vulnerability crowdsourcing refers to the organization of external professionals to conduct vulnerability discovery in company products.

18. A custom network protocol refers to a specialized protocol designed and implemented for specific needs in network communication, distinct from existing standard protocols like HTTP or FTP. Such protocols are often developed to optimize performance, reduce data transfer volume, or enhance security in particular applications.

Network Security Audits

Kingsoft Office hires third-party professional agencies to conduct an annual external audit of the information security system, implementation of security technologies, security management structure and privacy information management. The audits systematically inspect and evaluate the Company's security technical level and management capabilities in combination with interviews, on-site observations, and reviews of document records, among other methods, to assess potential security risks. For identified risks, we urge the responsible departments to make rectifications in a time limit to ensure the robust operation of the information security system. At the same time, we strictly carry out internal security audits following the *Internal Audit Control Procedures* to evaluate the effectiveness of the Company's security measures.

In 2025, the Company undertook a total of 6 external network security audits, primarily focusing on the Company's security technology system, security management system, and security operational system. The audits addressed the physical environment, communication networks, zone boundary, and computing environments to verify the construction of the Company's security systems, identify potential information security risks, and reinforce security protection capabilities. Meantime, 2 internal network security audits were conducted, concentrating on sensitive data development and the R&D and operation & maintenance of critical systems. These audits encompassed data lifecycle management, the current state of system development and operation & maintenance, and exposure detection of cyber-attack surfaces to ensure the security, integrity, and availability of the Company's information systems and data.
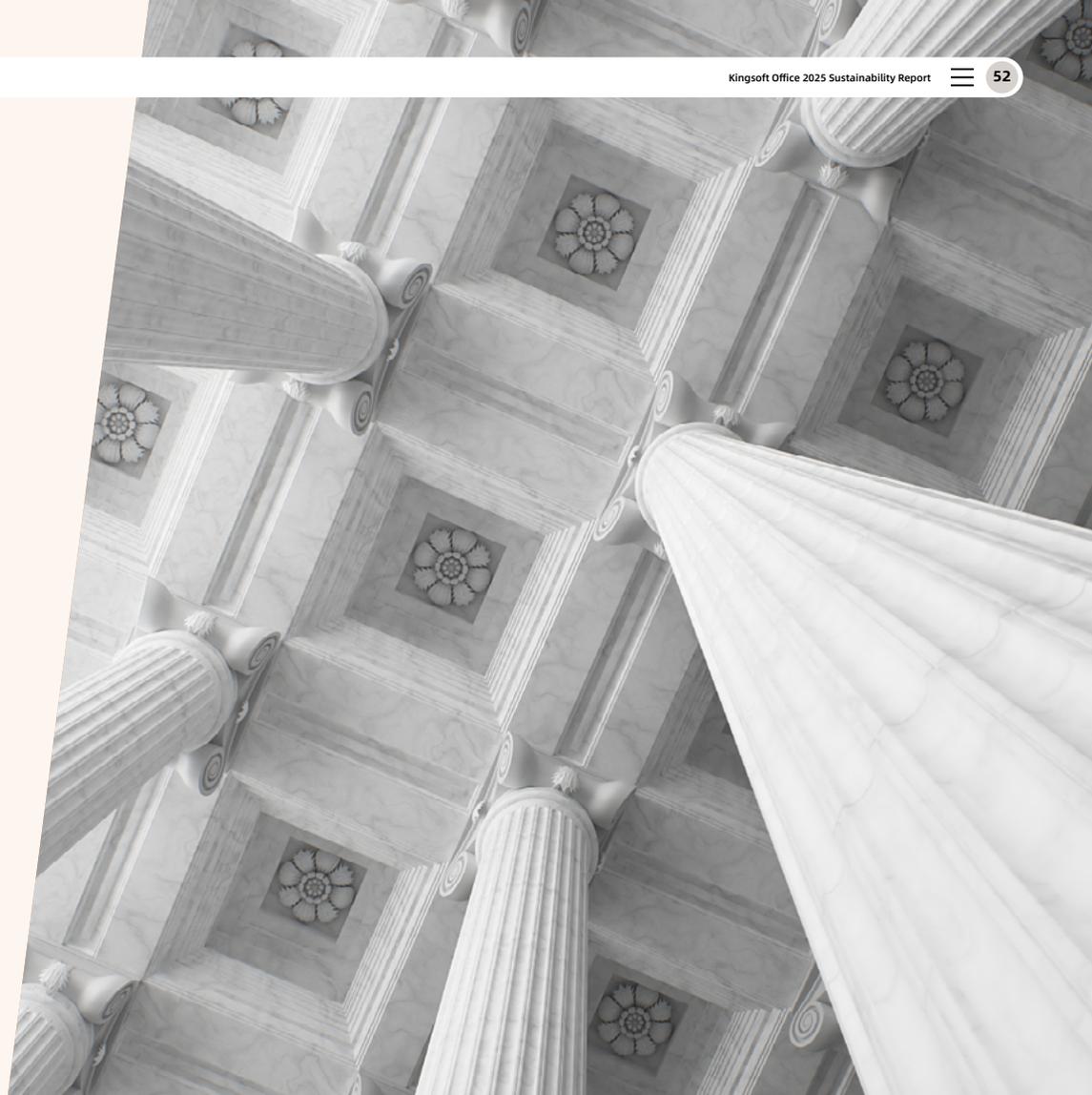
In 2025,

the Company conducted

6

external network security audits

the Company conducted

2

Internal network security audits

Privacy and Data Protection

Kingsoft Office has always prioritized user privacy and data protection. To safeguard data throughout its entire lifecycle, we continuously improve our privacy protection policies and optimize our privacy security risk management processes, thereby creating a robust and trustworthy digital environment for users. This year, the Company did not encounter any incidents of user privacy leaks.

Privacy Protection Management System

To ensure the compliance and security of user privacy data management, Kingsoft Office strictly abides by the *Personal Information Protection Law of the People's Republic of China* and other relevant laws and regulations, formulating and continuously updating rules and regulations including but not limited to the *Kingsoft Office Privacy Protection Policy, Kingsoft Office Policy for Personal Information Processing Compliance Management,* the *Kingsoft Office Personal Information Grading Management Policy*, the *Kingsoft Office Policy for R&D Security and Privacy Protection*, the *Kingsoft Office Personal Information Handling Process Policy*, the *Personal Information Security Management Policy* and the *Personal Information Impact Assessment Management Policy,* and integrating the principles and concepts of protecting users' personal information into the entire process of products or services.

To help users understand our mechanism for processing and protecting their personal information, we have formulated the *WPS Privacy Policy* and other personal information protection rules according to relevant laws. We clarify the types of personal information, service scenarios, purposes of use, and other information that may be collected during the provision of products or services, as well as key contents such as data storage, user rights exercise, and protection of minors. We process such information only after obtaining the user's explicit consent. We include updates and releases of the privacy policies of products or services in the Company's data security and user privacy management process. In 2025, the Company's Legal Compliance Department updated the *WPS Privacy Policy* once to align with the actual changes in business and the requirements of relevant laws and regulations.

In the overseas version of Kingsoft Office products and services, we follow up and evaluate the data compliance and security risks involved in the products and services in a timely manner according to the regulatory requirements for user privacy protection and data security in different countries and regions, and adopt dynamic monitoring and other technologies to effectively safeguard the users' privacy security.

Additionally, we maintain a keen focus on the *Measures for the Security Assessment of Outbound Data Transfer* and the corresponding guidelines concerning outbound data transfer-related issues. [19]We organize training for relevant personnel to participate in forums, exchange meetings, and closed sessions organized by the competent authorities, to deepen their understanding of the outbound data transfer system and relevant compliance requirements for relevant personnel.

19. Outbound data transfer involves the provision of significant data and personal information collected and generated within China to overseas entities. This includes transmitting or storing data abroad, as well as storing data domestically while allowing overseas institutions, organizations, or individuals to access, retrieve, download, or export it.
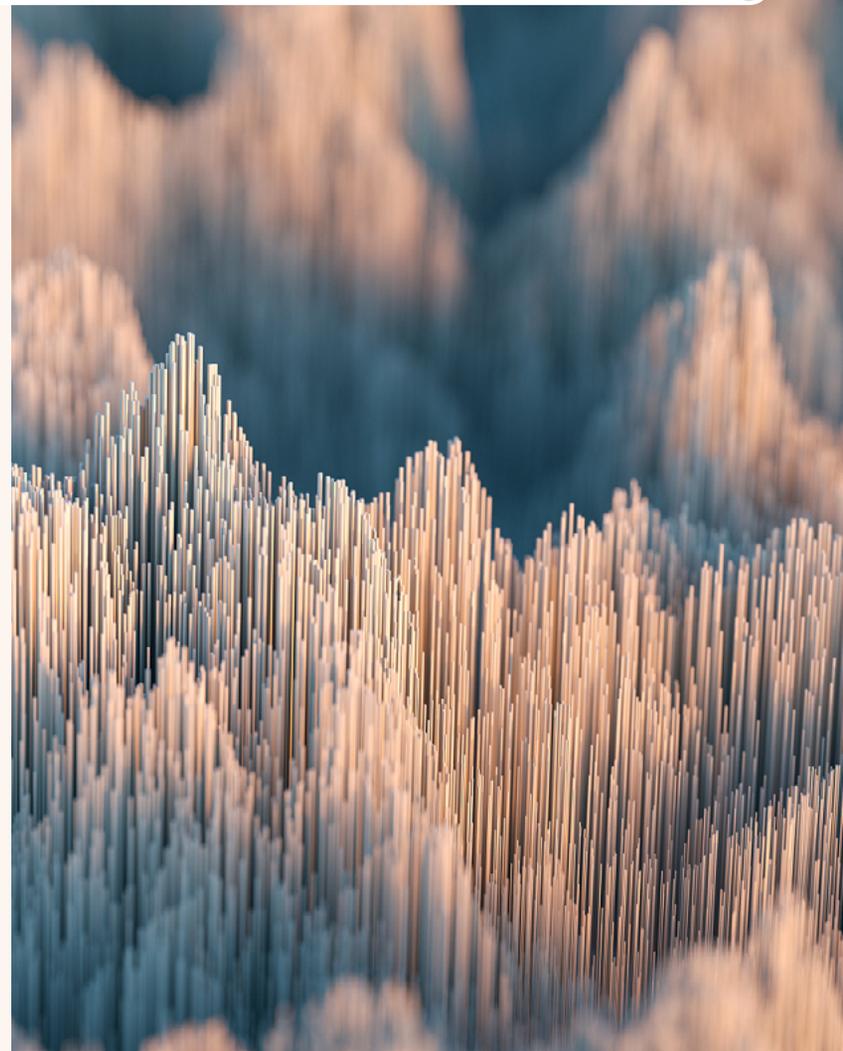
Preventing Privacy Leaks

To prevent and address user privacy leak incidents, we conduct privacy leak security drills, internal and external security attack and defense drills, and system attack and defense testing, promptly identifying hidden dangers, enhancing our capacity to respond to emergencies, unblocking user complaint channels, and comprehensively safeguarding user privacy and data security.

Proactive Prevention Mechanism

We have established a dedicated emergency response team and have developed and continuously improved the *Emergency Response Plan for Personal Customer Information Leakage*, thereby continuously increasing our response speed and minimizing the negative impact of any incidents. Furthermore, we also conduct annual privacy leak security drills, internal and external security attack and defense drills, and information system attack and defense tests. These actions simulate attacks on our security systems, including phishing, application-layer attacks, and network-layer attacks, to identify security system vulnerabilities and potential risks and formulate remediation plans and track improvements, thereby improving our security defense systems.

Emergency Response Procedures

In response to information security incidents, we have established comprehensive emergency response procedures to minimize potential impacts on users.

Identification and Verification:

The emergency response team conducts regular security vulnerability scans. Upon identifying and verifying a security incident, they promptly communicate with the relevant business units to ensure timely handling of the incident.

Incident Reporting

We have established a comprehensive security incident reporting mechanism. When employees identify suspicious information security violations or potential risk incidents during daily work, they may promptly submit incident leads and supporting evidence through the Company's information security incident reporting channel. The emergency response team will accept and keep detailed records of the incident and report it to superior departments in a timely manner, ensuring that security incidents are promptly addressed.
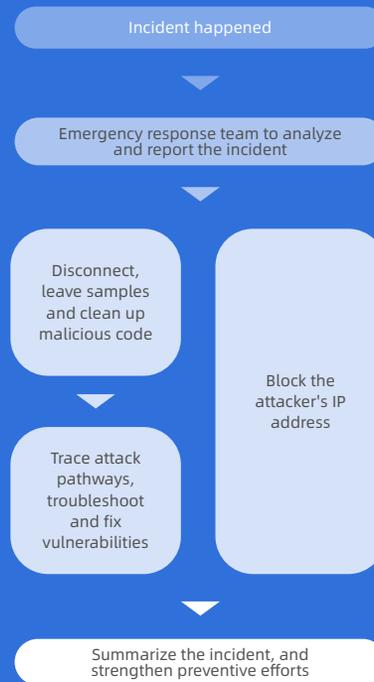
Analysis and Handling:

The emergency response team conducts analysis, assessment and research of the security incidents by analyzing data logs, investigating information leaks, and tracing the attack pathways. In coordination with product and technical teams, they carry out evidence collection, isolation, remediation, and risk mitigation measures, and issue internal notifications or external security notices within the scope of compliance.

Remediation and Summary

The security department continuously follows up on rectification efforts, summarizes the occurrence and handling process of security incidents, and continuously improves information security risk prevention efforts.

Security Emergency Response Mechanism

Incident happened

↓

Emergency response team to analyze and report the incident

↓

Disconnect, leave samples and clean up malicious code

Block the attacker's IP address

↓

Trace attack pathways, troubleshoot and fix vulnerabilities

↓

Summarize the incident, and strengthen preventive efforts

Handling of User Privacy Complaints

Kingsoft Office has set up a dedicated personal information protection team to ensure the timely and efficient handling of user requests related to personal information protection and to effectively safeguard users' privacy rights and interests. Users are provided with the right to submit complaints through the customer service ports provided on our webpage and client side. We will accept and address all complaints within fifteen business days of receipt. This process involves verifying the user's identity and the specifics of their feedback, implementing appropriate measures as appropriate, and communicating the outcome to the user via email or telephone, thereby ensuring that user claims are properly solved.

Kingsoft Office User Privacy Complaint Handling Process

A user initiates rights complaint

▼

Verify user identity and rights content

▼   ▼

If the user is unaware of how to exercise their personal rights through the client side

Customer service personnel explicitly informs the client how to exercise their rights via email or phone

If the user's exercise of personal information rights affects their normal use of service

1. Verify his/her authorization information

2. Approve user rights matters and assist the user in exercising his/her rights

3. Customer service personnel informs the user of the progress via email or phone

▼

End

Kingsoft Office Privacy Complaint Channel

Tel.: 400-677-5005

Email: grxxbh@wps.cn

Address: Personal Information Protection Office, Building 5, Kingsoft Software Park, Front Island Loop Road 321, Tangjiawan Town, High-tech Zone, Zhuhai City, Guangdong Province

Data Lifecycle Protection System

We have established a comprehensive data security management system that encompasses the entire data lifecycle, including data collection, transfer, storage, use and processing, and destruction and deletion. This ensures that data is fully controlled and protected at every stage, significantly reducing the risk of data breaches.

Data Collection

We collect service-related data in accordance with the relevant provisions of the privacy policy and strictly follow the "data minimization principle", clearly informing users of the collection of their personal information. Our privacy policies across all products explicitly delineate users' rights concerning the processing of their personal information. We fully respect users' right to be informed of their personal information, to choose, to access, to copy, to rectify, to supplement, to delete and other rights.[20]

Except where required by laws and regulations or necessary for completing transactions and providing services, we do not collect personal data from, sell, or provide users' personal data to third parties. We have published a detailed list outlining the circumstances under which we share personal information with third parties, including the software development kits (SDKs) supplied by third parties that we utilize. [21]To ensure the data security of users, when collecting from or providing personal data to third parties, we implement the following measures:

- Legal Basis

In accordance with the relevant laws and regulations, including the *Personal Information Protection Law of the People's Republic of China* and the *Network Data Security Management Regulations*, we provide users with clear information regarding the purposes of collecting their personal information, the methods of processing, the intended use, and the identities of the third-party entities involved before such collection from such third-party entities, and ensure that explicit consent is obtained from users prior to any such collection or disclosure.

- Obligations for Information Protection

We establish the purposes, methods, scope, and security obligations for the processing of personal information through specific provisions in service contracts with third-party entities. We also oversee the compliance of these third parties with their obligations. To fully secure the personal information, we handle personal information based on necessary security measures such as encryption, access control, and data backup.

Data Transfer

To protect data during transfers, we employ field encryption, channel encryption, de-identification and other techniques to address data breaches. We regularly review and optimize our data encryption schemes, verify the data before and after transfers to ensure the integrity, authenticity, and availability of the data and secure the transfer channels, nodes, and data.

Data Storage

In addition to encryption storage technology, we implement measures such as "access approval", "operation traceability", and "least access permissions" to strictly control personnel permissions. We establish data storage standards to ensure the security of storage media and storage logic, and improve the capability of encrypted storage, data backup, and recovery.

Data Use and Processing

We strictly execute data de-identification rules, control the scope of data use, implement data approval and control, and clarify security specifications during the data analysis and processing. We emphasize access management, establish strict rules for permission allocation, and ensure that each employee can only access information within their scope of responsibilities to minimize potential data security risks.

Data Destruction and Deletion

We have established unified destruction tools and standards and carry out irregular checks to ensure the compliant and effective destruction of data. Upon users' request to deactivate their account associated with the use of the Company's products and services launched within Mainland China, we will permanently destroy or anonymize the relevant account data to ensure that such data cannot be recovered after its destruction.

In accordance with relevant national laws and regulations, we generally delete user information within 15 business days in cases where users exercise their right to delete, make data storage life expired, or handle illegal or non-compliant contents. In complex scenarios, user information will be deleted within 30 business days. For products launched and services provided by the Company in any countries or regions abroad, we will delete user information within the specified timeframe as required by local policies and regulations.

20. Users can view, copy, update, supplement, and delete their personal information or deactivate their accounts through the "Personal Center" or "Account and Security" interface in the Kingsoft Office product client side or web platform

21. An SDK (Software Development Kit) is a collection of one or more software tools designed to assist developers in creating, testing, and deploying software applications.

Improvement of Security Awareness

Kingsoft Office has established a comprehensive security training and learning system, which provides differentiated security training sessions tailored to different job positions to enhance the security skills and awareness of employees. Following the *Safety Training Management Procedures,* the Company provides annual training on information security and privacy protection to all employees. The training content includes product privacy compliance, user profile and algorithm recommendation technology compliance, overseas privacy compliance, and more.

19

In 2025, we conducted 19 training sessions on data security or user privacy protection for all employees

1 hour

with each training session lasting for 1 hour per capita

99.44 %

the training pass rate of 99.44%

This year, we have implemented the following information security and privacy protection training programs:

Objectives	Training Topics	Training Content	Number of People Covered
Social Recruits	Security Awareness Training for New Employees	Company Safety Red Lines Security Incident Examples Common Cyber-Attack Techniques Personal Information Protection Compliance	More than500
Fresh Graduates	Security Awareness Training for Onboarding Fresh Graduates	Company Safety Red Lines Security Incident Examples Common Cyber-Attack Techniques Personal Information Protection Compliance	More than500
All Employees	R&D Safety Instructions	R&D Data Security Product Function Security Device File Security System Account Security Personal Information Security	More than5,000
Group	Common Network Security Attacks and Countermeasures	Case Studies of Common Network Security Attacks Applicable Protection Measures and Recommendations Network Security Knowledge	More than1,000

We require all employees comply with the Company's established security management systems and continuously enhance their security awareness. To regulate employees' safety R&D behaviors, we established the *Kingsoft Office R&D Accident Management Policy 4.0*. In cases of non-compliance with relevant provisions by an employee, we adopt a "zero tolerance" approach and take appropriate disciplinary actions based on the severity of the violation, including but not limited to warnings, suspension, or termination of employment. In addition, employees' compliance with security policies is incorporated into the Company's performance appraisal system. Employees found to have committed violations will have points deducted from their performance assessments.

Supplier Network Security Management

Kingsoft Office has established the *Supplier Security Red Line*, incorporating suppliers into the network and privacy security management system, and established a security assessment and penalty mechanism for suppliers to ensure their strict compliance with Kingsoft Office's regulations on network security and privacy protection.
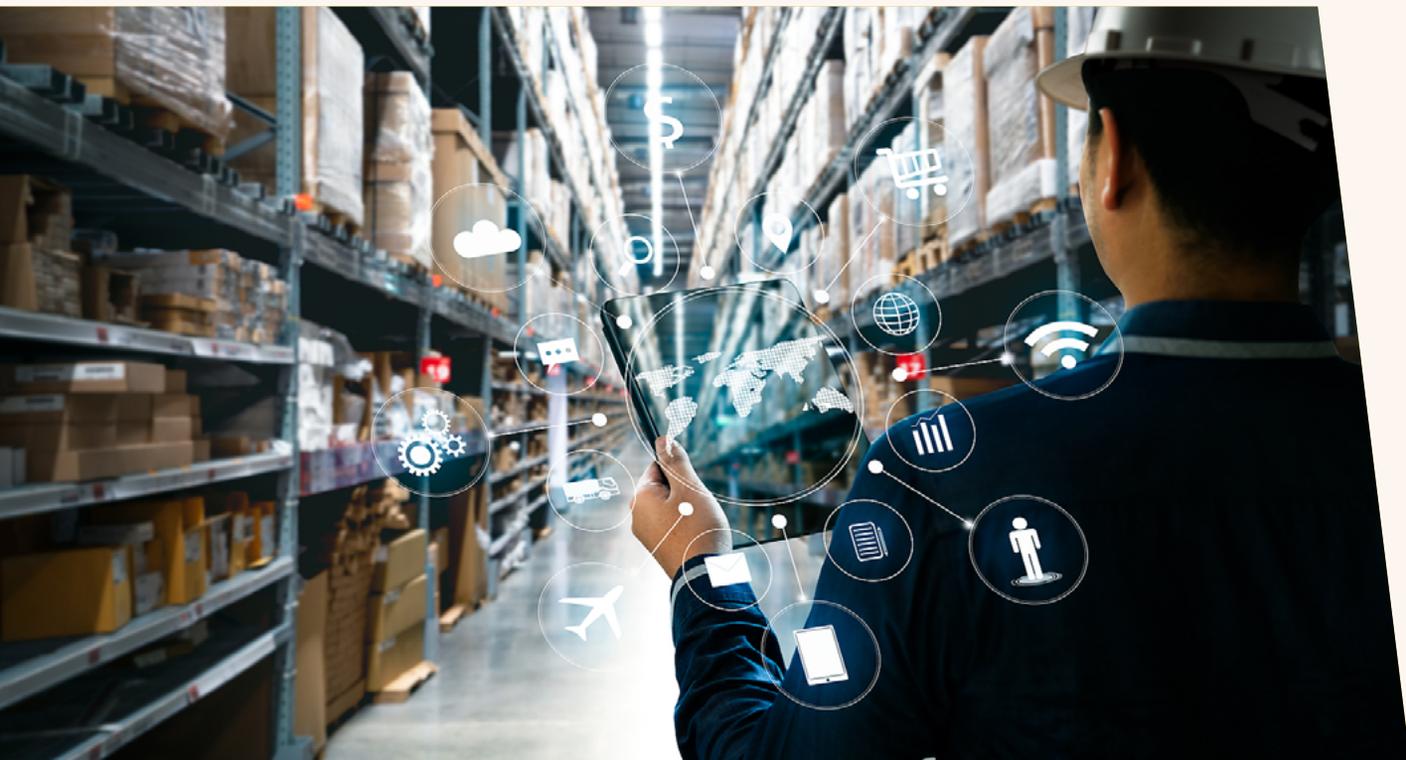
At the Supplier Admission Stage

We require all suppliers to fill out the *Data Compliance Request Form*. Meanwhile, due diligence is conducted to verify their compliance performance in network security and privacy protection. If they fail the assessment, they must make rectifications until they pass the assessment before they can cooperate with Kingsoft Office.

At the Supplier Hiring Stage

We require suppliers to sign the *Data Processing Agreement*, which clearly defines the network security and privacy protection obligations that they must fulfill.

At the Supplier Maintenance Stage

We regularly review the suppliers' compliance with network security and privacy protection. For suppliers who do not meet the review standards, we require them to make immediate rectifications and suspend cooperation with them until they complete the rectification and pass our review again before continuing cooperation. If a supplier commits a significant violation, we will pursue his/her responsibilities according to laws and regulations, internal management systems, and cooperation agreements.

Security Cooperation and Certification

Security Management Certification

We attach great importance to product security and continuously carry out security certification work. This year, Kingsoft Office has passed the ISO 20000 Information Technology Service Management System Certification, the ISO 27001 Information Security Management System Certification, ISO 27017 Cloud Service Information Security Management System Certification, ISO 27018 Public Cloud Privacy Security Management System Certification, ISO 27701 Privacy Information Management System Certification, ISO 29151 Personal Data Privacy Protection Management System Certification, BS 10012 Personal Information Management System Certification, CCRC Information Security Service Qualification, and Capability Maturity Model Integration CMMI Level 3 Certification. Our WPS 365 system, WPS cloud documents system, WPS account system, WPS Teams, WPS mailbox system, WPS document center system, WPS Document Middleware System, WPS Meeting System, Kingsoft PowerWord Dictionary System, and other systems have passed the National Cybersecurity Level 3 Certification. Over 95% of Kingsoft Office's operations are certified for information security management.

Note: The first row of icons, from left to right, shows the following certifications for Kingsoft Office: ISO 20000 IT Service Management System Certification, ISO 27001 Information Security Management System Certification, ISO 27017 Cloud Service Information Security Management System Certification, ISO 27018 Public Cloud Personal Data Protection Management System Certification, ISO 27701 Privacy Information Management System Certification, and ISO 29151 Personal Data Privacy Protection Management System Certification.

The second row of icons, from left to right, shows: Kingsoft Office BS 10012 Personal Information Management System Certification, Kingsoft Office CCRC Information Security Service Qualification, Kingsoft Office Capability Maturity Model Integration (CMMI) Level 3 Certification, WPS Cloud Documents System National Cybersecurity Level Protection (Level 3) Certification, WPS Account System National Cybersecurity Level Protection (Level 3) Certification, and WPS Mail System National Cybersecurity Level Protection (Level 3) Certification.

The third row of icons, from left to right, shows: WPS 365 System National Cybersecurity Level Protection (Level 3) Certification, WPS Collaboration System National Cybersecurity Level Protection (Level 3) Certification, WPS Document Center System National Cybersecurity Level Protection (Level 3) Certification, WPS Meeting System National Cybersecurity Level Protection (Level 3) Certification, WPS Document Middle-Platform System National Cybersecurity Level Protection (Level 3) Certification, and Kingsoft PowerWord Lookup System National Cybersecurity Level Protection (Level 3) Certification.

## Co-building a Security Ecosystem

Kingsoft Office actively collaborates with regulatory bodies, industry partners, and security vendors to build an open and coordinated security ecosystem. In 2025, we engaged in in-depth exchanges and discussions about issues such as network security, information security, and privacy protection with relevant departments of the national and local supervision organizations. We also cooperated with multiple enterprises to hold offline and online meetings, attack and defense drills and threat intelligence mining, absorbing external advanced experiences to enhance our own security capabilities. Furthermore, we have established security partnerships with several leading domestic security vendors, aiming to jointly advance the security development of domestic office products in areas such as network security technology innovation and secure product R&D. The Company's security leaders actively participate in joint initiatives and themed salons with external vendors to promote the sharing of industry security best practices. At the same time, the Company deeply integrates AI technology into its security management practices and actively participates in public testing activities for AI large model products organized by the National Cybersecurity Administration and the National Computer Network Emergency Response Technical Team/Coordination Center of China, continuously exploring innovative pathways for AI empowered security governance.

2025 Beijing Cyber Security Conference

Low-Carbon Operations and Green Development

Kingsoft Office steadfastly fulfills its commitment to sustainable development and actively responds to the national "dual carbon" goals, integrating measures to respond to climate change risks into corporate operations, products, and services. As a leader in domestic foundational software innovation, we provide users with green and low-carbon software products, empower their green office practices, and drive society's transition towards green and sustainable development.
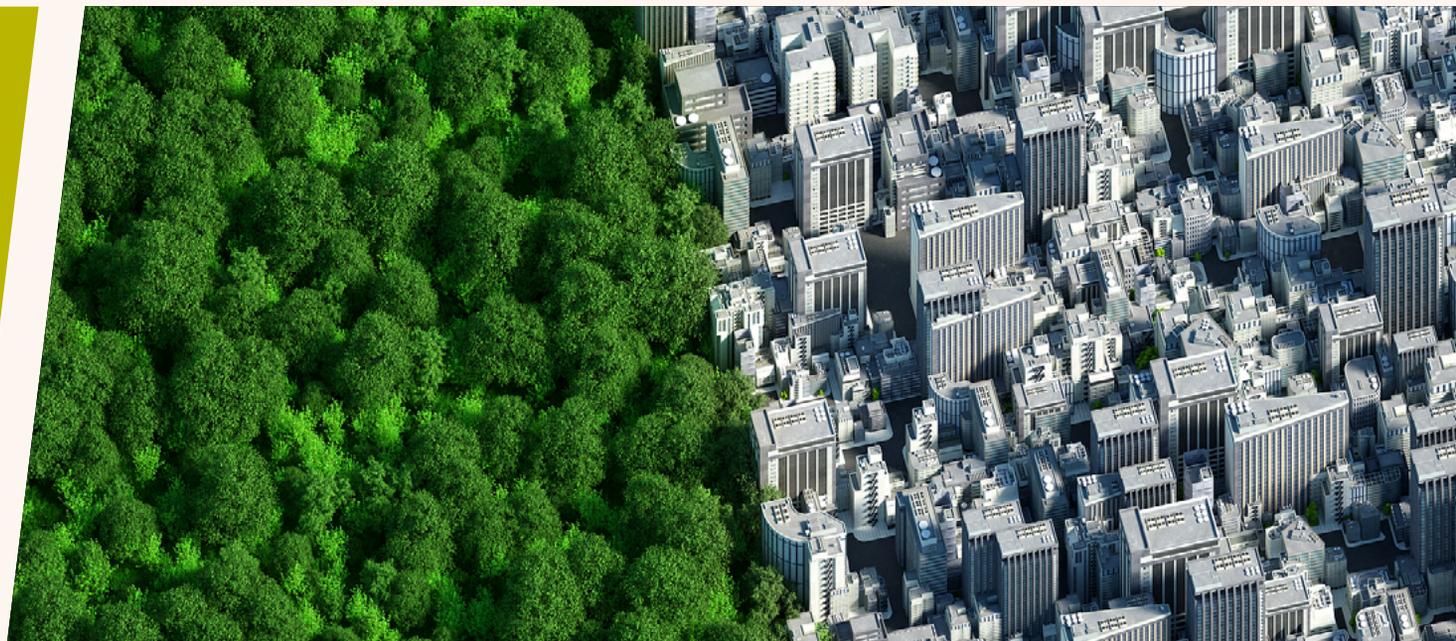
Climate Change Response

Kingsoft Office incorporates climate risk into our corporate risk management system, assessing the related risks and opportunities to formulate response strategies. We make the development of clean technologies one of the core strategies of responding to climate change and actively explore paths to clean development, supporting the construction of a beautiful China. In 2025, as the main drafter in formulating group standards concerning greenhouse gas accounting in cloud document office scenarios, Kingsoft Office set technical standards for emission reduction practices in cloud office scenarios and made a professional contribution to digital office, thereby pioneering industrial carbon emission reduction efforts.

Governance

The Board of Directors' Strategy Committee of Kingsoft Office's is the highest governing body for the Company's climate change governance, overseeing ESG-related matters, including the identification of climate change risks and opportunities. The Company's management is responsible for identifying and developing responses to climate risks and opportunities, arranging ESG-related functional departments to carry out specific tasks, managing their work execution.

To ensure the achievement of climate goals, the Company has established a monitoring and reporting mechanism. The management regularly evaluates progress on climate goals, climate change risk and assessment works. Furthermore, the management reports to the Board of Directors' Strategy Committee at least once a year on the progress of climate change-related management efforts, through scheduled meetings or other methods.

Kingsoft Office Climate Change Management Structure

Board of Directors' Strategy Committee

Supervising and management: supervising the Company's ESG-related matters, including identifying climate change risks and opportunities, ensuring the achievement of strategic objectives.

System review and approval: approving the Company's climate change management-related systems.

Participation in major decision-making: deciding on other major matters related to climate change.

Company Management

Action plan development: developing specific climate change-related action plans and guiding ESG-related functional departments in executing specific tasks.

Climate change-related management: identifying and assessing climate change-related risks and opportunities, and formulating corresponding response strategies.

Racking and reporting: tracking and managing the execution of work by ESG-related functional departments, reporting progress and outcomes to the Board of Directors' Strategy Committee at least annually.

ESG-Related Functional Departments

Implementation: advancing the implementation of climate change-related management tasks, such as energy-saving and emission-reducing measures and the use of renewable energy.

Decision support: collecting and summarizing management recommendations from climate change-related actions to provide decision support for management.

Project management: mplementing climate change-related special projects, ensuring timely completion and achievement of expected project objectives.

We place high importance on enhancing the professional skills and capabilities of the Company's climate change management structure members. The Company regularly engages external experts to deliver themed training on the latest regulatory developments in climate change, low-carbon energy transitions, and other climate change-related topics. Furthermore, the Company actively participates in industry conferences and seminars to exchange the best practices and insights with other enterprises, promoting the sharing of climate change-related information.

Strategy

Climate-related Risks and Opportunities Assessment

The Company implemented the method of climate scenario analysis to analyze climate change risks and opportunities. Based on the projections from authoritative institutions on natural and socio-economic changes under various warming scenarios, alongside the climate-related risks and opportunities already identified by the Company, we further reviewed the climate risks and opportunities in our operational areas across different timeframes. Furthermore, based on the feedback from business units on the likelihood and degree of influence of these risks and opportunities, we assessed their levels and prioritized risk responses to assist the Company in developing more comprehensive solutions and enhance climate resilience. The specific details are as follows:

Kingsoft Office Climate Change Risks and Opportunities

Risk or Opportunity Type	Potential Impact Description	Potential Financial Impact [22]	Period [23]	Countermeasures and Transition Plans
Physical Risks / Acute Risks	Extreme weather conditions such as typhoon, tornadoes, rainstorm and flooding may damage the Company's devices. Also, the increased frequency of such severe and highly unforeseeable extreme weather events may lead to large-scale water and power outages in operational areas, forcing business interruptions and resulting in economic losses for the Company.	Increase in Operating Expenditures	Short Term / Medium to Long Term	• We will develop specialized extreme weather emergency response plan, such as the *Typhoon and Flood Emergency Response Plan and the Snowstorm Emergency Response Plan*, and configure emergency power generation equipment at key business operation sites. We will integrate extreme weather emergency preparedness into the regular security management system to prevent and respond to extreme weather incidents, continuously strengthening the safety assurance capabilities for critical business operations and data center operations. • We will regularly organize employees to conduct specialized emergency drills and provide training on extreme weather events such as typhoons and rainstorms. The effectiveness of these emergency response plans will be evaluated to enhance employees' awareness and response capabilities. • We plan to develop a more comprehensive and rational *Environmental Management Policy* that incorporates climate change management and the formulation of emergency response plans.

22. This year, we are actively sorting and exploring the impacts of climate change-related risks and opportunities on the Company's financial condition, operating performance, and cash flows in the short, medium, and long term. We will continue to deepen the aforementioned analytical work in the future and will disclose such information at the appropriate time.

23. Short-term period is 1 to 3 years, and medium- to- long- term is over 3 years.

Risk or Opportunity Type		Potential Impact Description	Potential Financial Impact	Period	Countermeasures and Transition Plans
Physical Risks	Chronic risks	The rise in average temperatures may adversely affect the operation & maintenance of our office locations and leased data centers, including With the rise of temperatures, the Company's office locations will face increased usage frequency and duration of air conditioning and other refrigeration devices, thereby increasing electricity consumption. This may reduce the lifespan of devices in leased data centers and increase the frequency of equipment replacement. The energy and water consumption for cooling and dispersion in leased data centers will also escalate.	Increase in Operating Expenditures Increase in Capital Expenditures	Medium to Long Term	• In the cooling solution planning for office locations, we will adopt suitable advanced cooling technologies tailored to local climate conditions, such as using medium-temperature chilled water systems in North China to raise the chilled water supply temperature and reduce energy consumption from mechanical refrigeration. • We will prioritize leasing data centers located in areas with lower natural environmental temperatures and abundant green energy to decrease energy consumption resulting from cooling operations.
Transition Risks	Policy Risks	Our country continuously introduces environmental protection-related policies, and regulatory authorities require enterprises to increase environmental information disclosure and improve environmental management capabilities.	Increase in Operating Expenditures	Medium to Long Term	• With the assistance of professional consulting institutions, we will gain a systematic understanding of the disclosure requirements related to climate change and continuously enhance the completeness and professionalism of our information disclosure. • We will closely monitor the development trends of policies, laws, and regulations in our operating locations, continuously refine our environmental management system, and ensure green and compliant operations.
	Technological Risks	To effectively respond to relevant policies, the failure of investment or R&D in new low-carbon technologies may result in financial losses.	Increase in Capital Expenditures	Medium to Long Term	• We will conduct prudent assessments for the introduction of new low-carbon technologies, comprehensively considering multiple dimensions such as technical feasibility, business adaptability, and cost-effectiveness. Through rigorous feasibility studies and scenario testing, we will ensure the robustness and reliability of technology deployment, thereby avoiding ineffective R&D investments.

Risk or Opportunity Type	Potential Impact Description	Potential Financial Impact	Period	Countermeasures and Transition Plans
Markets Opportunities	Green products and services such as the WPS 365 low-carbon office solution are in line with the national "dual carbon" strategy and may be favored by individual and enterprise users.	Income Increase	Short Term Medium to Long Term	• If R&D costs are manageable, we will actively develop low-carbon office products and innovate green and low-carbon product and service solutions. In 2025, as the main drafter in formulating group standards concerning greenhouse gas accounting in cloud document office scenarios, Kingsoft Office made a significant contribution to green digital office. For details, please refer to the section "Impact, Risk and Opportunity Management" of the chapter.

Opportunities

Use of Low-emission Energy Sources	The Company will integrate energy-saving measures throughout the entire lifecycle of office location selection, design, and operation, using new energy power based on local conditions to reduce reliance on fossil fuels and promote a low-carbon and clean transition.	Decrease in Operating Costs	Short Term Medium to Long Term	• We will actively adopt air source heat pump water heaters and solar thermal siphon system for hot water supply, and install photovoltaic streetlights to effectively utilize solar energy resources and reduce dependence on traditional energy sources. • We will maintain ongoing communication with local governments in the Company's office locations to obtain clean power at more favorable prices, thereby lowering the costs associated with acquiring clean energy. Our industry-leading performance meets the requirements of investors and government regulators. For details, please refer to the section "Impact, Risk and Opportunity Management" of the chapter

Scenario Analysis

We conducted a climate scenario analysis to gain an understanding of Kingsoft Office's risk levels under different climate scenarios. By fully considering the concentration of risk, impact magnitude, data availability and other factors, we prioritized a detailed assessment of the financial impacts arising from physical risks and transition risks under low-carbon and high-carbon scenarios for our office locations. [24]This could demonstrate the Company's climate risk response ability across various scenarios. To enhance our climate resilience, the results of the climate scenario analysis will be applied to the formulation of climate response measures and transition plans.

Under the selected high-emission and low-emission scenarios, the most critical physical risks and transition risks, i.e. the rise in average temperatures, extreme weather events such as typhoon, tornadoes, rainstorm, and flooding, as well as policy risks, were analyzed and identified by the Company. The section "Climate-related Risks and Opportunities Assessment" above shows the potential impacts of these risks on business and operational processes.

Based on the scenario analysis results, under the assumption of no significant changes in the existing geographic locations and business models of our office locations, the asset loss due to typhoon, tornadoes, rainstorm, and flooding is expected to show a slight upward trend in the medium to long term, but it is not expected to have a significant financial impact. As we cannot entirely avoid the losses caused by extreme weather events, a series of disaster prevention systems and emergency response plans were established for our office locations, considering the occurrence of extreme climate events during site selection to minimize relevant impacts. We purchased catastrophe insurance, all-risk construction insurance, and third-party liability insurance for the buildings and devices of our newly built Wuhan Park to reduce the risk of asset loss due to unforeseen events caused by extreme weather. In terms of transition risks, if relevant policy adjustments impact electricity prices, the electricity costs for leased data centers are expected to exhibit an upward trend in the medium to long term. To effectively reduce energy costs, the Company has prioritized leasing data centers that utilize clean energy and green electronic equipment, mitigating the impact of electricity price fluctuations on energy usage costs.

Risk and Opportunity Category		Period [25]	Selected Climate Scenario [26]
Physical Risks	Acute Risks	2030、2050	Two scenarios, SSP2-4.5 and SSP3-8.5, [27] published by the United Nations Intergovernmental Panel on Climate Change [28] (IPCC).
Transition Risks	Policy Risks	2030、2050	Two scenarios, "Net Zero 2050" and "Current Policies", published by the Central Banks and Supervisors Network for Greening the Financial System (NGFS).

24. Our key assumptions include: Mitigation measures for climate-related physical risks will remain largely unchanged in the future. An accelerated transition to low-carbon energy will be pursued to address transition risks.

25. The analyses for the years 2030 and 2050 are based on the average changes under each scenario over the respective timeframes, used to assess the potential impacts of climate risks across different periods.

26. When selecting scenarios, the Company considered the following factors: The analysis period of the scenarios align with the Company's strategic planning horizon. The climate factors included in the scenarios effectively describe the potential climate pressures the Company may face in the future.

27. SSP2-4.5: A low-carbon emissions scenario (optimistic scenario), which describes carbon emissions peaking by 2040 and subsequently declining, alongside stable economic growth.

28. SSP3-8.5: A high-carbon emissions scenario (pessimistic scenario), which describes continuous global increases in carbon emissions, accompanied by uneven economic development.

Impact, Risk and Opportunity Management

We adhere to the environmental management strategy of "open source" and "cutting back", and actively carry out energy conservation and emission reduction practices. We also actively seize clean development opportunities by providing low-carbon office solutions to users and partners, practicing our commitment to sustainable development together with our value chain partners. More details on climate-related risk management are shown in the "Adhering to Green Operation" chapter.

In terms of green technology innovation and investment, Kingsoft Office is committed to achieving transformative energy efficiency improvements through the iteration of underlying technologies. The Company leverages AI technology to improve algorithmic structure. By eliminating redundant calculations and optimizing loop recursion mechanisms, it reduces system energy consumption at the source. The Company has independently developed the deployment and optimization technologies of large scale GPU computing clusters, addressing the challenges of memory and computing power encountered in large model scenarios. By leveraging high-performance heterogeneous computing devices and networks, we have designed a data-driven and cloud-native GPU management platform solution based on the principle of storage-computing separation. Through the synergy of hardware and software optimization, this solution improves video memory utilization rate and operator performance while new single-machine computing power record achieved. Through high-speed interconnect communication and computational offloading to the network, we have achieved energy efficiency balance while meeting the explosive growth in demands for computing power.

In terms of infrastructure and resource-intensive utilization, Kingsoft Office's cloud documents deeply apply cloud computing technology to achieve the sharing and dynamic, precise allocation of computing resources. This intensive operational model significantly improves the comprehensive utilization rate of servers. While reducing the number of physical servers deployed, it effectively decreases the spatial footprint and electricity consumption of data centers. By building an efficient cloud ecosystem, the Company provides users with a more lightweight and low-carbon digital service foundation.

In terms of the innovation of low-carbon office product portfolio, Kingsoft Office is committed to reshaping the paradigm of low-carbon office practices through digital tools. Kingsoft Teams helps enterprises reduce their reliance on paper in traditional office modes through online approvals, reimbursements, and archive management circulation; WPS Office enables digital file encryption and cloud storage, reducing paperless archiving of documents; Kingsoft Meeting replaces traditional offline meeting with cloud-based interaction, decreasing energy consumption and carbon emissions associated with business travel.Through the integrated application of these innovative tools, the Company has built a digital low-carbon office product matrix covering a diverse range of office scenarios.

In terms of empowering the green transformation of the value chain, Kingsoft Office relies on its new-quality-productive-forces office platform, WPS 365, to help enterprises achieve smart office practices and digital transformation through technological enablement. We

offer customized digital solutions for industries such as government agencies, finance, manufacturing, and education. These solutions increase users' efficiency in scenarios involving documents management, documents sharing, online meetings, and mobile office. By providing users and partners with high-quality, low-carbon products and services, Kingsoft Office is working hand-in-hand with all parties to build a sustainable green office ecosystem.

In terms of utilizing clean energy, Kingsoft Office integrates sustainable development into its corporate DNA, continuously exploring business solutions that achieve both corporate operational and sustainable development goals. We identify the strategic focus on clean technology development as one of the core strategies of the Company's climate change response. Actively, we evaluate and drive forward the implementation of renewable energy projects. The Company actively explores the application of renewable energy in multiple scenarios, promoting low-carbon retrofitting of office areas. The Kingsoft Office Zhuhai Park has actively introduced air source heat pump water heaters and solar thermal siphon systems, realizing low-carbon hot water supply for showers and dishwashing rooms. In addition, photovoltaic street lights are installed within the park, utilizing solar energy resources to replace traditional electric lighting. In the future, the park plans to further enhance the application of photovoltaic energy, gradually achieving the clean energy substitution of standby power sources for server rooms and other key facilities. We have proactively formulated the Kingsoft Office Clean Energy Transition Plan: committing to continue to increase the share of renewable energy and to increase the investment on developing clean energy-related projects on a yearly basis. Additionally, we incorporate the use of clean energy in leased data centers into our procurement considerations, prioritizing the lease of green data centers to continuously increase the proportion of renewable energy used.

Kingsoft Office Facilitates Paperless Office for Enterprises

Up to now, the cumulative number of cloud documents uploaded by WPS individual users through the public cloud has exceeded 290 billion. If calculated based on an average of 5 paper pages saved per document, more than 1,450 billion papers were saved through the use of online office; to produce this amount of paper would require the consumption of approximately 32 million trees.

Among these features, users can digitize physical archives using the photo scanning function in WPS Office, and share and collaborate via online documents. This replaces the circulation of traditional printed paper documents, reducing repetitive printing and paper waste. This year, users generated over 100 million documents through WPS Office's photo scanning, saving approximately 250 tons of office paper.

This year, the Zhuhai Park had

80%

of the domestic hot water and heat energy used in air conditioning coming from social energy[29]

29. Since part of the Company's leased office buildings and facilities have been uniformly equipped with solar power equipment, the company is unable to separately account for the greenhouse gas emission reductions resulting from the decreased consumption of traditional fossil fuels due to the use of such equipment.
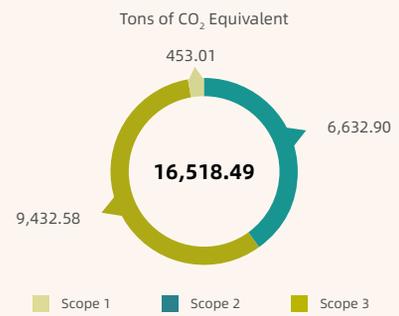
Metrics and Targets

This year, to respond to climate change risks and seize related opportunities, the Company has established climate change-related goals.
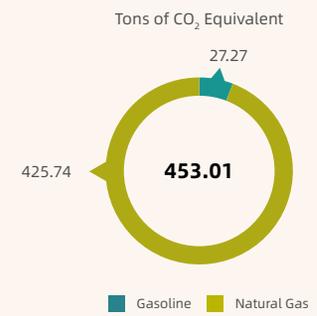
Management Objectives	Management Progress
From 2025, the Company will organize at least one annual training session on climate change for all employees, continuing this initiative for three consecutive years.	In 2025, the Company provided climate change-related training to all employees.
From 2025, Kingsoft Office will progressively reduce carbon emissions generated from its operational processes.	In 2025, the Company continued to actively implement carbon reduction practices and steadily improved energy efficiency.

This year, we have calculated our greenhouse gas emissions using the *Corporate Accounting and Reporting Standard from the Greenhouse Gas Protocol* developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). In 2025, Kingsoft Office's total greenhouse gas emissions amounted to 16,518.49 tons of CO_2 equivalent.[30] For more information, please refer to the "Key Environmental Performance" section.

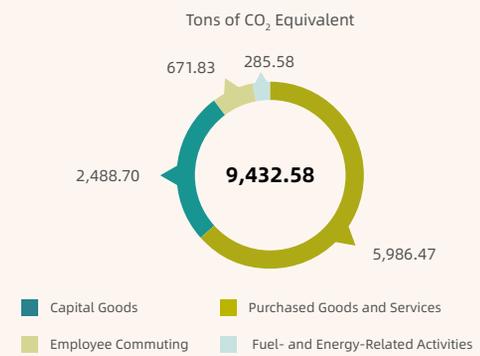### Total Greenhouse Gas Emissions (Scope 1, Scope 2, Scope 3)

Tons of CO_2 Equivalent

453.01

6,632.90

16,518.49

9,432.58

■ Scope 1　■ Scope 2　■ Scope 3

Scope 1 Greenhouse Gas Emissions

Tons of CO_2 Equivalent

27.27

425.74

453.01

■ Gasoline　■ Natural Gas

Scope 2 Greenhouse Gas Emissions

Tons of CO_2 Equivalent

6,632.90

■ Purchased Electricity for Office Buildings

Scope 3 Greenhouse Gas Emissions

Tons of CO_2 Equivalent

671.83　285.58

2,488.70

9,432.58

5,986.47

■ Capital Goods　■ Purchased Goods and Services
■ Employee Commuting　■ Fuel- and Energy-Related Activities

Per Capita Greenhouse Gas Emissions (Scope 1, Scope 2)

1.11 Tons of CO_2

Equivalent / Person

30.We have continuously improved the scientific rigor, comprehensiveness, and accuracy of our greenhouse gas emissions accounting. For the greenhouse gas emissions disclosed in this reporting period, we have thoroughly evaluated and selected appropriate calculation methodologies. This year, the reported greenhouse gas emissions objectively reflect operational changes during this reporting period. For example, Scope 2 greenhouse gas emissions increased significantly, mainly due to improvements in the office environment and supporting facilities of the Wuhan park office building. Scope 3 greenhouse gas emissions from purchased goods and services decreased significantly, due to a decrease in procured construction services this year.

Adhering to Green Operation

Kingsoft Office consistently adheres to the principles of green and low-carbon operations, integrating supporting the construction of a beautiful China and ecological environmental protection into the Company's development strategy and governance processes. We follow the environmental management systems such as the *Environmental Protection Law of the People's Republic of China*, the *Energy Conservation Law of the People's Republic of China*, and the *Solid Waste Pollution Prevention Law of the People's Republic of China*. Furthermore, we have established internal systems like the *Kingsoft Office Environmental Management System - Trial*, the *Code of Business Conduct*, the *Office Environment and Safety Management Standards and the Operational Refinement Management (Energy Saving and Consumption Reduction) Improvement Plan*, covering multiple dimensions including energy consumption control, environmental optimization, facility maintenance, and behavioral norms. These initiatives systematically establish a refined green operations management system, supporting the Company's goal of achieving green and sustainable development.

The Company has developed an environmental management strategy centered on "open source" and "cut back", focusing on the efficient use of energy and resources, as well as the scientific management of waste. The Company also actively responds to the national goals of reaching peak carbon emissions and achieving carbon neutrality, committing to the sustainable development of a circular economy and urging employees, suppliers, and partners to minimize their negative impact on the ecological environment, collaboratively building a sustainable supply chain. At the same time, we also commit to effectively reducing the negative impact of commercial activities on the environment and society. According to the classification standards of environmental emergencies in the National Emergency Plan for Environmental Emergencies of the Ministry of Ecology and Environment, the Company is engaged in software research and development and does not involve the production, storage or transportation of toxic and harmful substances and other activities, so it does not involve major environmental incidents.

31. In 2025, the per capita electricity consumption at the Company's Zhuhai park increased compared with 2024, mainly due to changes in energy demand resulting from necessary technological investments and business expansion during business development.

Saving Energy Usage

Kingsoft Office deeply practices the concept of green and low-carbon development. By utilizing low-carbon equipment and clean energy, implementing intelligent equipment regulation, refining energy consumption management, and promoting energy-saving awareness, the Company has established a comprehensive and refined energy management system. This has led to effective energy-saving practices and achieved environmental benefits.

Management Objectives	Management Progress
The Company will carry out at least 1 energy-saving awareness training each year [31]	In 2025, the Company carried out energy-saving awareness training.

The following energy-saving measures have been implemented by the Company:

Low-Carbon Equipment and Clean Energy Utilization

- Tier 1 energy efficiency equipment: priority is given to the procurement and application of office equipment certified with the national Tier 1 energy efficiency standard. This includes printers, water dispensers, refrigerators, as well as fixed-speed centrifugal chillers with high energy efficiency ratings and high integrated part load value (IPLV) for air conditioning.

- Variable frequency technology: Variable frequency technology is adopted for office building air conditioning systems. The Wuhan park is equipped with variable frequency centrifugal chillers and variable frequency cooling water circulation pumps to avoid the energy consumption caused by frequent start stop operations.

- Low carbon transportation: Approximately 50 charging piles have been installed at the Wuhan park to encourage employees to prioritize the use of electric vehicles.

- Clean energy: The Company is actively increasing the proportion of the use of cleaner sources of energy and gradually reducing our reliance on traditional fossil fuels. The section "Climate Change Response" of this report shows detailed information on our goals and practices related to clean energy usage.

Intelligent Equipment Control

- Precision intelligent control: A building intelligent control system is utilized to achieve precise energy management.

- Intelligent lighting system: Lighting fixtures in underground parking garages can be automatically turned off during low utilization periods. Timers are installed in public areas of apartment buildings to provide lighting on demand.

- Heating optimization: Waste heat conduction is used to shut down boilers in advance. Heat circulation pumps are installed at the gas terminal and coordinated with an automatic control system to regulate combustion.

- Remote monitoring: Monitoring devices are installed at gas boiler terminals, enabling abnormal energy consumption to be identified and remotely shut down online.

Refined Energy Consumption Management

- Temperature control and lighting standards: We have also established temperature standards for air conditioning in office areas during working hours: 24 ° C to 26 ° C for cooling and 25 ° C to 27 ° C for heating. Doors and windows must be closed when air conditioning is operating; We reasonably adjust the use of air conditioning according to the seasons, preferring natural ventilation in spring and autumn, and using methods such as water circulation cooling and heat recovery to reduce air conditioning energy consumption in summer. A natural light priority strategy is implemented to minimize artificial lighting during daytime.

- Equipment inspection responsibility system: A "dedicated responsibility system" is implemented, assigning specific personnel to conduct regular inspections of power switches and equipment operation in office areas during non-working hours to eliminate unnecessary lighting and standby power consumption.

- Energy audit and review: To improve equipment energy efficiency and reduce energy consumption, our Zhuhai park conducts annual energy consumption audits for the air conditioning equipment in the office buildings, analyzes the audit results and take corresponding improvement measures.

Energy Saving Awareness Promotion

- Specialized system: During the reporting year, the Zhuhai park formulated the *Operational Refinement Management (Energy Saving and Consumption Reduction) Improvement Plan*. Centered on four dimensions including awareness guidance, institutional standards, behavioral control, and equipment optimization, the plan implemented ten specific action measures and achieved significant resource conservation results.

- Energy saving signage: Energy saving reminders are posted in key areas such as office spaces, meeting rooms, and pantry areas to encourage employees to turn off lights when leaving and conserve electricity.

- Special training Company-wide training sessions on energy saving and consumption reduction are organized to introduce energy saving techniques in office scenarios and green office management policies.

- Online office: The Company promotes the use of Kingsoft Meeting to reduce energy consumption associated with physical meeting rooms and carbon emissions from employee business travel. In 2025, Kingsoft Office's employees utilized Kingsoft Meeting over 520,000 times, with a total meeting time of 40.30 million minutes.

Rationally Utilizing Water Resources

Kingsoft Office values the rational use of water resources and continuously focuses on improving water usage efficiency in its daily operations.[32] The Company has established water saving targets and reviews progress toward achieving these targets in order to promote the sustained implementation of water conservation measures.

Management Objectives	Management Progress
By 2026, compared to 2024, the per capita water consumption of the Kingsoft Office Zhuhai Park will decrease by 3 tons.	In 2025, compared to 2024, the per capita water consumption of the Kingsoft Office Zhuhai Park decreased by 0.29 tons.
From 2025, Kingsoft Office will implement water-saving taps across all office locations in its operational areas.	In 2025, Kingsoft Office implemented water-saving taps across all office locations including Beijing, Zhuhai, and Wuhan.

Kingsoft Office values the efficient use of water resources. By establishing and improving management mechanisms, the Company integrates water saving targets deeply into its daily operations and conducts water use assessments to identify conservation opportunities and enhance water usage efficiency. The Company has strengthened routine inspection mechanisms for water use equipment in office areas. Through a combination of regular inspections and equipment checks, potential leakage risks can be identified and addressed in a timely manner. At the Zhuhai park, the Company has further implemented full lifecycle maintenance management for water use equipment, established detailed inspection records, and explicitly required employees to promptly report any dripping taps or leaking pipes. Dedicated personnel are assigned to carry out systematic inspections and maintenance on a regular basis, and aging or damaged components are replaced in a timely manner to effectively reduce water resource waste.

In terms of hardware facilities, the Company also actively implements the application of water-saving fittings by installed water-saving sanitary fittings and accessories with a Level 2 water efficiency label or higher, [33]as well as sensor-based water outlets, in some office area restrooms. To optimize water resource use with greater precision, the Company has reduced the water flow rate of taps in pantries and restrooms, achieving approximately 20% water savings through pressure reduction.

The Company is also actively exploring reclaimed water reuse. Municipal reclaimed water systems have been successfully connected in certain office buildings and are used for toilet flushing, effectively reducing reliance on tap water. In addition, the Company extends water conservation awareness to employees' daily behavioral standards, encouraging the development of responsible water use habits and minimizing waste. For landscape maintenance, sprinkler and drip irrigation methods are prioritized, and watering is scheduled outside of midday high temperature periods to minimize water loss due to evaporation.

32. The Company's water supply primarily comes from municipal sources, and there are no specific challenges related to water resource. The Company's wastewater is discharged into the municipal sewage network, where it is treated in compliance with regulations by the relevant authorities.

33. According to the *Measures for the Administration of Water Efficiency Labels* jointly issued by the National Development and Reform Commission, the Ministry of Water Resources, the State General Administration of Quality Supervision, Inspection and Quarantine, and the *Catalog of Products with Water Efficiency Labeling in the People's Republic of China*, labeling the water efficiency grades and other performance metrics of water-using products. The second level of water efficiency appliances refers to water appliances with lower water consumption.

Kingsoft Office's "Sponge Building" Water-saving Initiative

We make full use of green irrigation technology, adopting water-saving irrigation methods such as sprinkler irrigation, micro-irrigation, seepage irrigation, and low-pressure pipe irrigation to irrigate the green plants in the office park. Around the buildings in Zhuhai park, ecological ceramic permeable bricks that can absorb water have been laid, allowing for the recovery and reuse of rainwater for green watering, reducing the consumption of tap water for irrigating green plants in the park. The park also features concave green spaces, rain gardens, and other green spaces with rainwater storage functions. The combined area of functional green spaces and water bodies accounts for approximately 10% of the park's green space, with about 20% of the hard-paved ground area consisting of permeable paving.

Zhuhai Park of Kingsoft Office

In response to the national "Sponge City" construction initiative, the Company laid permeable bricks and permeable concrete in Kingsoft Office's Wuhan park, and installed a rainwater collection tank to use the recycled rainwater as garage flushing water.

Wuhan Park of Kingsoft Office

Conducting Waste Management

The Company is dedicated to minimizing waste emissions in its office operations and has set forth the following objectives:

> To continuously reduce waste generation at the source through the optimization of office processes, the promotion of paperless office, and the diminishment of disposable articles.

Regarding non-hazardous waste, we set up sorted trash bins in office areas to guide employees in sorting waste. After property staff transport the waste to the waste recovery room, it is handed over to municipal waste treatment units for professional recovery and processing. We actively promote online office platforms to achieve paperless collaborative office work. Our independently developed online office platform, Kingsoft Teams, includes functions such as cloud documents and light approval, which reduce the use of paper in office processes such as document and approval order printing while improving work efficiency. This year, the Company carried out a Intelligent upgrade of its travel expense reimbursement process, with paperless reimbursements accounting for 90 percent of the total.

For hazardous waste, we transport hazardous waste generated during company operations to qualified hazardous waste disposal vendors for compliant disposal, including printer cartridges, ink cartridges, batteries, etc., generated during office operations.

As for the leased data centers, we require suppliers to strictly comply with laws and regulations such as the *Air Pollution Prevention and Control Law of the People's Republic of China, the Soil Pollution Prevention and Control Law of the People's Republic of China*, and the Solid Waste Pollution Environment Control Law of the People's Republic of China for waste disposal. In 2025, all the end-of-life servers and switches in the data centers leased by Kingsoft Office were 100% compliantly disposed of by qualified recyclers.

Developing the Circular Economy

Kingsoft Office actively responds to the national call for the circular economy and deeply integrates the principles of "Reduction, Reuse, and Resource Recovery" into its operational system. We continuously improve resource utilization efficiency and promote the harmless disposal and reuse of office supplies and equipment.

To further advance the development of the circular economy, we have established the following goals and conduct annual reviews of progress toward achieving them. In 2025, all of the following goals have been achieved.

- The recovery rate of hazardous waste, including toner cartridges, ink cartridges and batteries reached 100%.

- 100% hazardous waste, such as end-of-life hard drives, servers, switches, displays, and batteries from the data centers leased by Kingsoft Office, was disposed of in a compliant manner by qualified recyclers.

- Comprehensive waste classification was implemented across Kingsoft Office's owned office buildings.

To enhance resource utilization and foster the circular economy, the Company has implemented relevant measures below:

Circular Economy Initiatives

| Recycling of Office Equipment and Electronic Products	**Building a Recycling System:** the Company has partnered with specialized recycling enterprises to establish a recycling system for the recovery and recycling of waste office equipment and electronic products. We encourage employees to recycle waste computers, printers, smartphones, and other devices through related institutions, promoting reuse and mitigating resource waste.
Recycling of Office Supplies	**Building an Internal Recycling Mechanism:** we have established dedicated recycling stations in our office locations to encourage employees to dispose of electronic waste, such as toner cartridges, ink cartridges, and batteries, by sorting them appropriately. Additionally, the Company collaborates with professional waste disposal service providers to ensure that the waste is safely and effectively sorted and recycled. **Promoting Shared Office Supplies:** we have established a shared stationery zone within our office locations to encourage employees to utilize shared office supplies. **Conducting Paper Reuse:** we have posted visible signs in the office area to encourage employees to prioritize double-sided printing mode for printing and copying, and advocate for the reuse of paper among employees.
Enhancing Circular Awareness	**Carrying out Training Activities:** the Company integrates circular economy education into its employee training programs, conducting regular training sessions focused on environmental protection. This aims to raise employees' awareness of resource reuse and circular economy, motivating them to actively participate in recycling and resource reuse.

Promoting a Green Lifestyle

Kingsoft Office places great emphasis on building a green corporate culture and is committed to transforming environmental protection concepts into the conscious behavior of all employees. The Company strictly implements the environmental provisions in the Code of Business Conduct and has established a closed-loop system ranging from policy communication to practical implementation. We conduct regular training on energy conservation, water conservation, and waste reduction to guide employees in deeply integrating low-carbon office practices into their daily work. In addition, the Company actively promotes energy saving, green commuting, paperless office practices, and waste sorting, supplemented by energy-saving visual signage and waste classification guidance in office areas, continuously reducing the environmental footprint of operations. Through dedicated employee environmental protection education, we strive to work together with employees to build an environmentally friendly workplace.

Special Training on Energy Conservation and Consumption Reduction

Energy Conservation Promotion Poster
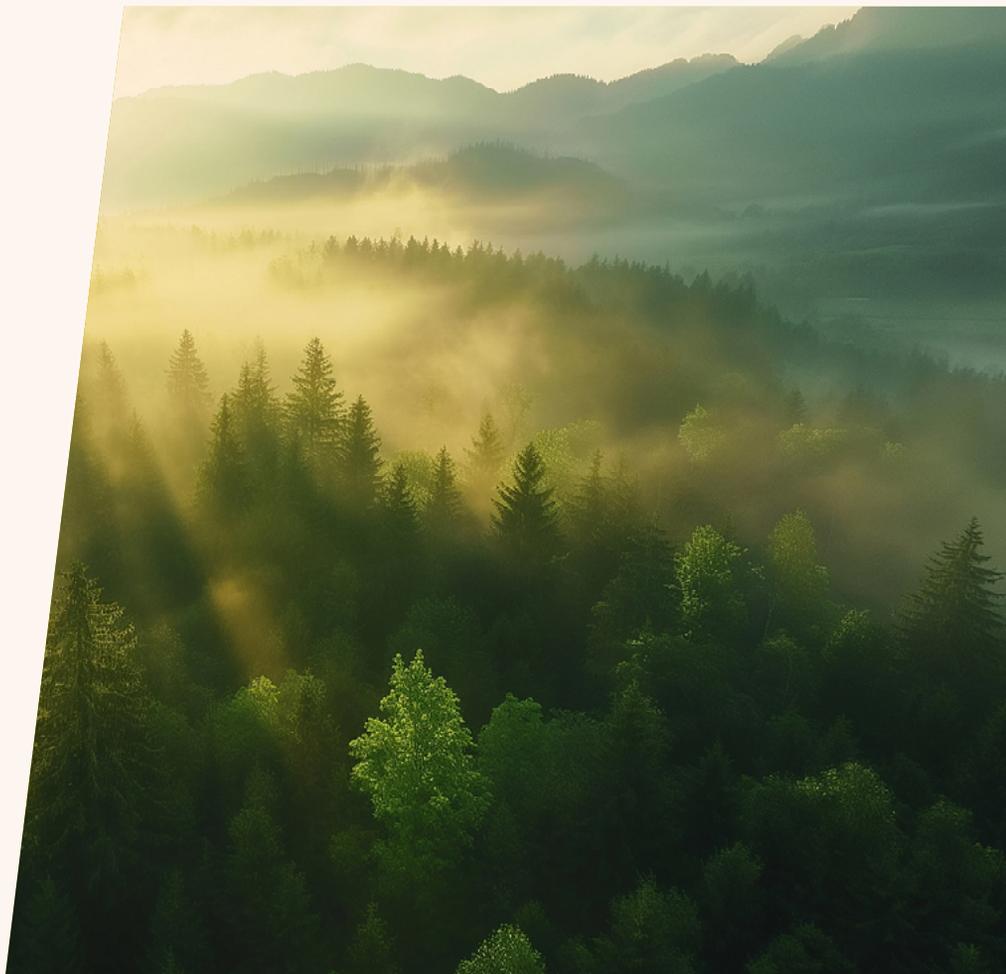
Establishing a Green Supply Chain

We are committed to building a transparent and responsible green supply chain. The Company gives priority to partners that demonstrate outstanding performance in energy conservation and emission reduction, climate governance, and the fulfillment of social responsibility, working together to address environmental challenges.

Green Data Center

We take into account the PUE[34] performance and the use of clean energy of the leased data centers, prioritizing the rental of high-efficiency, low-energy consumption green data centers, continuously increasing the proportion of renewable energy used.

During this year, the data centers leased by the Company continue to implement resource and energy conservation strategies and measures.

34. PUE (Power Usage Effectiveness) is a measure of a datacenter's energy efficiency and is the ratio of all the energy consumed by the data center to the energy consumed by the IT loads. The closer the PUE value is to 1, the greener the data center is.

35. UPS (Uninterruptible Power System) refers to an uninterruptible power supply system, a power conversion device that uses mains electricity or a generator as its AC input energy. Through appropriate conversion and regulation, it provides stable and reliable AC power to critical (or sensitive) loads.

Type	Strategy	Specific Measures
Energy Consumption Reduction	Refrigeration Device Energy-saving Optimization	**Adjusting Air Conditioning Parameters:** set air conditioning temperatures and airflow to maintain optimal operational efficiency. **Dynamic Cooling Control:** establish a linkage mechanism between IT load and the cooling system. Based on the actual online and offline status of servers and other IT equipment, the fan speed at the air conditioning terminals is adjusted in real time to ensure precise matching between supply airflow velocity and equipment heat dissipation demand, thereby minimizing fan energy consumption while meeting cooling requirements. **Seal Cabinet Gaps:** to prevent ineffective dissipation of cooling capacity, blanking panels are immediately installed to physically seal idle cabinet spaces after servers are decommissioned, effectively reducing cold air leakage in cold aisles and improving the utilization efficiency of cooled air. **Optimizing the Operational Efficiency of Circulating Water Pump:** expand the frequency adjustment range of circulating water pumps to allow flexible adjustment of operating frequency based on actual water delivery, minimizing unnecessary energy consumption. **High-efficiency Cooling Source Operation:** during high-temperature and high-load conditions in summer, monitoring and optimization of water treatment processes are mainly implemented to strictly ensure cooling water quality, thereby keeping chillers operating at optimal heat exchange efficiency at all times. **Utilization of Natural Cooling Sources:** in the operation and management of the water system, through enhanced technical training for operations teams and optimized control strategies, the duration of the "free cooling" mode (i.e., utilizing natural cooling sources) is extended as much as possible during transitional seasons and winter. This significantly reduces the energy consumption of mechanical cooling and effectively taps into the energy-saving potential of natural conditions.
	UPS[35] Equipment Operational Status Optimization	**Adjusting UPS Operational Efficiency:** when the actual load on the UPS unit is less than its rated power, its operating status (e.g., switching to a more efficient operating mode) can be adjusted to reduce operating losses and energy consumption.

36. HVAC system means heating, ventilation, and air conditioning system.

37. Cooling tower is a type of heat dissipation equipment that is primarily used to remove heat from industrial processes. It reduces the temperature of water by spraying hot water inside the tower and bringing it into contact with the air, utilizing the principle that water absorbs heat as it evaporates.

Type	Strategy	Specific Measures
Energy Consumption Reduction	Lighting System Optimization	**On-demand Lighting Management:** in public areas, while ensuring the minimum illuminance required for safe operation, the number of lights turned on and their operating duration are reduced to achieve lighting on demand. **Intelligent Lighting Management:** in server room areas, motion-sensing intelligent lighting systems are deployed to ensure that lights turn off automatically when no one is present, eliminating unnecessary energy consumption from idle lighting.
	HVAC System Optimization	**Optimizing HVAC System:** the core motors of the HVAC system[36] are transformed into variable frequency start controls and switched to natural cooling methods in winter to reduce overall energy consumption of supporting facilities.
	Waste Heat Collection	**Installing Waste Heat Collection Systems:** the waste heat emitted by data center servers and other equipment is collected through waste heat recycling device for use in buildings' internal heating, hot water, etc.
Water Resource Conservation		**Using Water Saving Equipment:** Reducing the water consumption of data center cooling towers[37] by using the latest water-saving technology equipment such as high-efficiency pumps and cooling tower. **Recycling Rainwater:** collecting and using rainwater to supply cooling towers, replacing part or all of the municipal water supply, and reducing the demand for fresh water in cooling towers. **Improvement of Water Resource Recycling Efficiency:** Online water quality monitoring and automatic dosing control systems are deployed to dynamically adjust the concentration ratio of circulating cooling water based on real-time changes in makeup water sources and system water quality, maintaining it within the optimal range. This ensures stable system operation while significantly improving water recycling efficiency and reducing freshwater consumption and wastewater discharge.
Clean Energy Usage		**Installing Photovoltaics:** distributed rooftop photovoltaics are installed. The Zhongjing cloud data center installed 2,640 photovoltaic panels on the roof, which can generate about 700,000 to 800,000kWh of electricity annually, and, in conjunction with the design of energy-saving server rooms, can save 810MWh of traditional energy consumption.

Environment-friendly Products

The Company is committed to fully integrating environmental responsibility into its procurement decision-making system and driving the low-carbon transformation of business operations by establishing a standardized green supply chain management mechanism.

In the construction of Intelligent infrastructure and the configuration of office equipment, we thoroughly assess suppliers' environmental compliance capabilities. For electronic equipment such as hard drives, servers, and network devices used in leased data centers and office areas, we prioritize the procurement of green electronic products with high energy efficiency ratios or authoritative energy-saving and environmental certifications. In 2025, 100% hard drives and servers procured by the Company for the data centers possessed environmental certification certificates.

In terms of office environment development, he Company strictly implements green renovation standards, choosing non-solvent or water-soluble green paints, environmentally friendly high-density fiberboard, and glass fiber and magnesium cement board[38] as the base materials. By strictly controlling material sources, we effectively avoid the emission of harmful gases and toxic substances, thereby creating a healthy and low-carbon workplace. At the same time, the Company actively advocates the sustainable use of forest resources and adopts FSC[39] certification as a key entry criterion for paper product procurement, covering categories such as office and sanitary paper. Among them, the Kingsoft Office Wuhan park has achieved 100% FSC-certified printing paper usage, demonstrating its corporate commitment to protecting biodiversity and ecosystems through concrete actions.

38. Glass fiber and magnesium cement board is a kind of magnesium cementitious materials composed of magnesium oxide, magnesium chloride and water composition, with stable performance, which can be used as wall panels, ceiling panels, fire prevention boards, waterproof boards and so on.

39. FSC (Forest Stewardship Council) certification is an international certification of forest products that promotes responsible forest management. Such certification ensures that forest resources are managed in a way that is consistent with environmental protection, social responsibility and sustainable economic development.

Energy-Saving and Environmental Certification Certificates for Electronic Products

FSC Certification for Sanitary Paper

Key Environmental Performance

Indicator	Unit	Year 2025	Year 2024
Total Greenhouse Gas Emissions (Scope 1, Scope 2, Scope 3)[40, 41, 42]	Tons of CO_2 Equivalent	16,518.49	19,200.30
Scope 1 Greenhouse Gas Emissions	Tons of CO_2 Equivalent	453.01	346.76
Of which: Gasoline	Tons of CO_2 Equivalent	27.27	23.23
Natural Gas	Tons of CO_2 Equivalent	425.74	323.53
Scope 2 Greenhouse Gas Emissions	Tons of CO_2 Equivalent	6,632.90	4,449.36
Of which: Purchased Electricity for Office Buildings[43]	Tons of CO_2 Equivalent	6,632.90	4,449.36

Indicator	Unit	Year 2025	Year 2024
Scope 3 Greenhouse Gas Emissions	Tons of CO_2 Equivalent	9,432.58	14,404.18
Of which: Purchased Goods and Services	Tons of CO_2 Equivalent	5,986.47	11,190.71
Capital Goods	Tons of CO_2 Equivalent	2,488.70	2,456.00
Employee Commuting	Tons of CO_2 Equivalent	671.83	558.92
Fuel- and Energy-Related Activities	Tons of CO_2 Equivalent	285.58	198.55
Per Capita Greenhouse Gas Emissions (Scope 1, Scope 2)	Tons of CO_2 Equivalent /Person	1.11	0.87
Total Hazardous Waste[44]	Tons	0.22	0.11
Per Capita Hazardous Waste Emissions	Tons/Person	0.00003	0.00002

40. Due to the operation nature, the Company's main emissions are greenhouse gas emissions generated from the use of gasoline, natural gas and electricity converted from fossil fuels.

41. The Company's greenhouse gas inventories include carbon dioxide (CO2), methane (CH4) and nitrous oxide (NOx). Greenhouse gas emissions are presented on a CO2 equivalent basis. Greenhouse gas emissions for this year are calculated according to the *2023 CO₂ Emission Factors for Electricity* issued by the Ministry of Ecology and Environment, and the *2006 IPCC Guidelines for National Greenhouse Gas Inventories* issued by the Intergovernmental Panel on Climate Change (IPCC).

42. The Scope 3 calculation categories include purchased goods and services, capital goods, employee commuting, and fuel- and energy-related activities.

43. The statistics scope of purchased electricity in office buildings include the electricity consumption of offices in Beijing, Shanghai, Wuhan, Nanning, Zhuhai, Hangzhou, Suzhou, Changsha, Zhengzhou, Hefei, Guangzhou, Shenzhen, Xi 'an, Shenyang, Guizhou, Nanjing.

44. Hazardous wastes involved in the Company's operations mainly include waste batteries and used toner cartridges and ink cartridges generated from office printing equipment. Waste batteries, toner cartridges and ink cartridges are collected and disposed of by qualified recyclers.

Indicator	Unit	Year 2025	Year 2024
Total Non-hazardous Waste [45]	Tons	244.77	317.79
Per Capita Non-hazardous Waste Emissions	Tons/Person	0.04	0.06
Amount of Waste Recycled [46]	Tons	2.56	6.30
Renewable Resources Consumption [47]	Tons	1.15	0.98
Total Energy Consumption [48]	MWh	16,615.12	10,764.69
Direct Energy Consumption	MWh	1,857.78	1,422.03
Of which: Gasoline	MWh	111.40	94.90
Natural Gas	MWh	1,746.39	1,327.13

Indicator	Unit	Year 2025	Year 2024
Indirect Energy Consumption	MWh	14,757.34	9,342.66
Of which: Purchased Electricity for Office Buildings [49]	MWh	14,757.34	9,342.66
Per Capita Energy Consumption	MWh/Person	2.60	1.96
Total Water Usage [50]	Tons	102,755.47	102,748.99
Per Capita Water Usage	Tons/Person	16.09	18.66

45. The non-hazardous waste generated in the Company's office buildings mainly includes domestic garbage, kitchen waste and electronic waste, all of which are handled by property management companies. The current scope of non-hazardous waste statistics includes offices in Beijing, Guangzhou, Wuhan, Zhuhai and Shenzhen. Other office buildings cannot be measured separately, and the data on domestic waste from office buildings have been estimated in accordance with the *Manual on Coefficients of Production and Discharge of Urban Domestic Waste for the First National Pollution Source Census* issued by the State Council.

46. The Company's recycled waste consists primarily of electronic equipment and components, such as hard disk drives, solid state drives, laptops, monitors, mainframes and servers.

47. The Company's renewable resource consumption consists mainly of the amount of FSC-, PEFC- and CFCC-certified printing paper used. During the year, the Company compiled usage statistics for its office buildings in Wuhan, Zhuhai, Guangzhou, and Shenzhen, with retrospective adjustments applied to 2024 data. This year, the consumption of FSC-, PEFC- and CFCC-certified printing papers accounted for 52.39% of the total printing paper consumption.

48. Energy consumption is calculated based on electricity and fuel consumption and the conversion factors in the national standard of the People's Republic of China, i.e. the *General Rules for Calculation of the Comprehensive Energy Consumption* (GB/T 2589-2020). The total energy consumption was calculated in tons of standard coal, amounting to 2,071.68 tons of standard coal equivalent.

49. This year, the increase of the Company's purchased electricity consumption was primarily attributable to the improvement of office environment and supporting facilities in the office building of Wuhan park.。

50. The Company's water supply comes from the municipal water mains network, and there is no problem in finding suitable water sources. The current water consumption statistics include Beijing, Zhuhai, Hefei, Nanjing, Guangzhou, Shenzhen and Wuhan offices. Other office buildings cannot be counted separately as the tap water cost is included in the property fee and has been estimated based on the coefficient specified in *2024 Statistic Bulletin on China Water Activities* issued by the Ministry of Water Resources of the People's Republic of China.

Employee Centric and Value Driven

Kingsoft Office regards employees as valuable assets for its sustainable development. To build a healthy, equal, and inclusive working environment and continuously enhance talent management effectiveness, the Company strictly complies with relevant national laws and regulations, and has formulated and implemented internal management systems such as the *Kingsoft Office Employee Handbook, Employee Code of Conduct, New Employee Guide, Internal Trainer Management System, and Manager Handbook*. We are committed to optimizing talent development mechanisms and improving the talent development system, providing employees with fair and transparent promotion and development pathways, fully stimulating their enthusiasm and creativity, and supporting their personal growth and value enhancement.

Governance

A sound human resources governance system is a core driver for achieving sustainable development. The Company has established a Human Resources Management Committee and a Compensation Committee to coordinate, guide, and supervise matters related to employee recruitment, remuneration, promotion and development, training, corporate culture, employee benefits, as well as health and safety. These committees set work objectives and evaluation mechanisms to ensure that organizational activities, participation levels, and outcomes comply with company policies and employee needs. The Human Resources Center has a task force responsible for employee recruitment, promotion, remuneration, training, and corporate culture. The Administrative Center is responsible for regularly organizing mental health lectures, safety training, and emergency drills. The Human Resources Center and the Administrative Center shall report their work progress and strategic recommendations to the Human Resources Management Committee or the Compensation Committee on an annual basis, submit regular periodic progress updates, and provide timely emergency reports for major events or significant adjustments.

The employee governance structure is staffed at all levels with personnel equipped with professional human resources management knowledge and skills. Meanwhile, relevant personnel actively participate in internal seminars and external training programs to continuously enhance the team's professional competence and trend insight, so as to ensure the scientific and effective human resources management and promote the sustainable development of the Company.

Strategy

Kingsoft Office has always adhered to the strategy of "attracting, deploying, developing, and retaining" talent as the core of employee development. It is committed to building a high-quality talent echelon to stimulate the fundamental driving force for corporate development.

The Company fully recognizes the potential negative impacts arising from deficiencies in the human resource system, which may extend to upstream partners, Company's operations, and downstream users. Inadequacies in the human resource system will not only affect talent attraction and retention and create mismatches between employee competence and position requirements, but also impact upstream and downstream partners and user experience, ultimately weakening the Company's long-term competitiveness.

During the year, we assessed the potential financial impacts arising from risks related to the employees. Such risks may include duplicated recruitment, talent turnover, and reduced efficiency, which will affect the Company's operational and management efficiency, potentially leading to increased recruitment and training expenses and even lower operating revenue. If risks related to employees are not properly managed and controlled, their impacts may become evident in the medium to long term.

To mitigate such negative impacts and proactively address these risks, the Company will continuously optimize recruitment process management, expand talent introduction channels, and deepen industry-university-research cooperation to strengthen the development of its talent echelon. It will also improve its compensation and performance incentive mechanisms, establish career promotion paths, provide support for career development, and continuously enhance the Company's talent competitiveness and organizational operational effectiveness.

During the reporting period, the above risks did not have a material impact on the Company's current financial position, operating results and cash flows, and are not expected to have a material impact on its financial position, operating results or cash flows in the next year.

Impact, Risk and Opportunity Management

To reasonably allocate talent resources and provide a systematic reference basis for decisions related to job setting, talent training, employee promotion, compensation and incentives, as well as performance management, Kingsoft Office conducts an annual talent inventory for all employees, identifying typical behavioral styles in "execution", "thinking", "innovation", and "interpersonal relationship" dimensions, to identify the potential difference between current behavioral performance of employees and future talent development needs.

Kingsoft Office Talent Inventory Tools

Inventory preparation

- **Inventory basis: four dimensions of talent potential, and four standards of manager leadership.**
- **Inventory methodology: annual 360-degree surgery**
- **Inventory target: all employees**

Talent assessments

- **Analysis of external talent market**
- **Analysis of internal talent status**

Application of results

- **Selection: talent recruitment**
- **Use: talent promotion**
- **Training: talent development**
- **Retention: compensation and performance incentives**

Inventory outcomes

- **Constructing Kingsoft Office talent echelon, and creating a "striver-oriented" corporate talent culture**

Relying on the results of the talent inventory, we broaden our recruitment channels to precisely attract matching talent and strengthen the Company's talent team. We also establish and improve a promotion and training system to support rapid employee growth. By fostering a positive corporate culture and offering competitive compensation and benefits, we enhance employees' sense of belonging and loyalty, achieving mutual development for both employees and the enterprise.

The Company proactively manages employee-related impacts, risks and opportunities. For details, please refer to the sections on "Safeguarding Employees' Rights and Interests", "Supporting Employee Development", and "Conveying Employee Care" in this chapter.

Metrics and Targets

To systematically advance talent development and organizational capability enhancement, and empower employees' long-term career development, we have set the following objectives. All 2025 annual objectives achieved phased progress. For quantitative performance indicators related to employees, please refer to the section "Key Employee Performance" in this chapter.

Management Objectives	Management Progress
Closely align with the talent needs of the Company's core strategies, build a systematic talent support system, and complete talent recruitment and reserve talent pooling.	Through channels including internship conversion, campus recruitment, social recruitment, and school-enterprise collaboration, the Company received nearly 230,000 job applications, ensuring talent supply for R&D, management, sales, AI and other functions. For more information, please refer to the "Talent Attraction" section of this chapter.
Continuously advance the Company's systematic training development, covering new employee onboarding integration, professional capability improvement for core employees, and leadership development systems at all levels, so as to reinforce the talent pipeline and build a sustainable internal talent development mechanism. The annual employee training coverage rate will reach 100%.	In 2025, the employee training coverage rate reached 100%. For more information, please refer to the "Talent Development" section of this chapter.

Safeguarding Employees' Rights and Interests

Kingsoft Office strictly complies with laws and regulations such as the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Social Insurance Law of the People's Republic of China, the Law on the Protection of Women's Rights and Interests of the People's Republic of China, and the Special Rules on the Labor Protection of Female Employees, and supports the core conventions formulated by the International Labor Organization, the United Nations Global Compact and other international human rights protection initiatives. We have issued the *Kingsoft Office Human Rights Commitment Statement (Trial)* and formulated internal management systems such as the *Kingsoft Office Employee Handbook and Kingsoft Office Code of Business Conduct* to fully ensure the legal rights and interests of employees. During the reporting period, the Company did not experience any significant labor dispute incidents.

Creating an Inclusive Workplace

Kingsoft Office adheres to equal employment, recruit candidates based on job qualifications and abilities, and resolutely prevents any discrimination and bias during the recruitment process. At the same time, we sign labor contracts with all employees based on the principles of honesty, equality, and voluntary agreement, [51]ensuring compliant, fair and transparent recruitment procedures.

We enforce a "zero-tolerance" attitude toward workplace harassment and discrimination, and our *Kingsoft Office Code of Business* Conduct explicitly prohibits the use of aggressive, discriminatory, insulting, or other impolite language in the workplace, or sexual harassment through physical behavior, and prevents employment and promotion decisions from being affected by differences in ethnicity, race, gender, age, marital status, and

religious beliefs. We incorporate anti-discrimination and anti-harassment principles into our employee training and require all employees to participate in training to understand and comply with related regulations.

We strictly comply with the *Regulations on the Prohibition of Child Labor*, explicitly prohibiting the use of child labor. During recruitment, we have established a strict identity verification process, requiring all candidates to provide identification to ensure they meet the requirements of minimum working age of the country or region. We also prohibit forced labor in any form and require that employees are not forced to work through violence, threats, or any other illegal means of restricting personal freedom. During the reporting period, there were no incidents of child labor or forced labor in Kingsoft Office.

We respect and safeguard employees' rights to freely associate and collectively bargain according to the law, and they have the right to freely choose whether or not to join labor unions. As at the end of the reporting period, all active employees of the Company had joined labor unions. We strictly abide by the requirements of relevant laws and regulations such as the *Labor Union Law of the People's Republic of China and the Constitution of the Chinese Labor Unions*, and formulate and implement sound labor union management processes, which clearly states that the union has the right to represent employees in equal negotiations with the Company.

To effectively safeguard the legal rights and interests of employees, the Company established the Workers' Congress, which serves as a democratic decision-making body within the Company to oversee the implementation of employee rights and benefits. Members of the Workers' Congress regularly review the Company's regulations and systems related to employee rights and benefits according to its development plans, and verify the implementation and enforcement of employee compensation and benefits. They also provide opinions and suggestions to the Company' management.

To identify groups vulnerable to labor rights violations, including employees, children, women, contractor and supplier employees, and local community groups, we conduct human rights due diligence on our operations, value chain and other activities relevant to our business. We also assess potential labor rights risks associated with these groups, such as the presence of discrimination, harassment, human trafficking, and the right to freedom of association. To mitigate potential risks, we have implemented corresponding preventive, mitigating, and remedial measures, including the establishment of diverse communication channels and the organization of specialized training. Simultaneously, we maintain continuous risk monitoring to ensure the effective implementation of these measures.

The company has established internal reporting channels and escalation procedures, actively encouraging employees to provide feedback concerning workplace human rights, values, and related suggestions. To ensure smooth feedback channels, we have provided diversified communication paths, including the "Through Train for Issue Reporting" email and telephone. Employees are allowed to file appeals and report anonymously. Upon receipt of a report, we will convene a dedicated project team composed of representatives from legal compliance, human resources, and other relevant departments to conduct an investigation and promptly report the findings to the management. In cases where the incident is severe and requires judicial intervention, we will offer necessary support to the whistleblower. Throughout the incident handling process, we uphold strict confidentiality concerning the whistleblower's information and materials, protecting the whistleblower and their privacy security.

51. During the reporting period, the Company signed labor contracts in accordance with the law with all employees with whom labor relations were established, and strictly implemented relevant labor laws and regulations. The Company has not set up any flexible employment positions nor employed any flexible employment personnel.

Occupational Health and Safety

Kingsoft Office strictly follows laws and regulations such as the *Labor Law of the People's Republic of China and the Fire Protection Law of the People's Republic of China*, and has developed workplace safety management systems such as *Kingsoft Office Environment and Safety Management System - Trial* to standardize the management of office areas. We have also clarified the requirements related to the management of employees' occupational health and safety in the *Code of Business Conduct*, which applies to all employees and suppliers, committed to providing a healthy, safe, and comfortable work environment for employees.

We establish and continually refine our management system for employees' occupational health and safety, conducting regular safety inspections of all workplace equipment and facilities to ensure compliance with safety standards. We also systematically assess risks and hazards related to occupational health and safety, determine the sequence of work tasks and action plans and implement them. As at the end of the reporting period, Kingsoft Office's Zhuhai office had obtained the ISO 45001 Occupational Health and Safety Management System certification.

We provide essential occupational health training, safety training, and fire emergency drills to equip employees with knowledge on proper equipment usage and emergency response procedures. This year, we conducted 8 safety training for all employees, achieving the goal of "zero major security accidents".

This year, we conducted **8** safety training for all employees

Kingsoft Office Fire Drill for Employees

We value employees' health status, with coverage of medical insurance and workplace injury insurance for all active employees. [52] During the reporting period, the total investment reached over RMB 3.38 million in workplace injury insurance. To constantly optimize our employee health benefit system, we offer free gym and physical therapy room, organize annual medical check-ups, and regularly host specialized medical events such as dental clinics and traditional Chinese medicine therapy sessions by Grade 3 Class A hospitals, offering our employees convenient and professional healthcare services. Moreover, we organize first aid lectures, health Q&A, and health knowledge seminars, constantly improving employees' health management awareness. In the event of injuries, ill health, illnesses and accidents, we investigate and deal with the relevant incidents in accordance with the prescribed procedures to effectively protect the health rights and interests of our employees.

We care for employees' mental health, continuously imparting mental health related knowledge through "Warm Heart EAP (Employee Assistance Program). We published a total of 13 articles on mental health awareness and 4 educational short videos, and issuing special posters of psychological and emotional health guides every month to enhance employees' understanding of mental health. We provide an online mental counseling service accessible to all active employees, ensuring convenient access to psychological support. Additionally, we conduct offline mental counseling activities at our office locations in Beijing, Zhuhai, Wuhan, and Guangzhou, offering mental counseling services to 618 individuals. We also organize extracurricular group sessions, such as the *EAP Carnival and Singing Bowl Sound Therapy for Stress Relief* , to help employees alleviate stress from work and daily life and care for their mental well-being.

First Aid and Trauma Training

Stretching Training

52. The Company is not classified as a production or operation entity required to purchase work safety liability insurance under Article 51 of the Law of the People's Republic of China on Working Safety and, therefore, does not hold such insurance.

Supporting Employee Development

Kingsoft Office supports the career growth of every employee, strives to build a sound career development platform, and provides employees with diverse learning opportunities and comprehensive career support. We continuously expand our outstanding talent team and refine our talent development system to help employees give full play to their potential at work and achieve their self-worth.

Talent Attraction

We places high importance to building a talent echelon by predicting talent needs from our talent inventory results and aligning them with business growth goals. We continuously expand our talent introduction channels, including internship conversion, campus recruitment, social recruitment and school-enterprise collaboration. These efforts promote laborers' high-quality employment. This year, in line with the five-year plan, we continued to advance the development of the talent system, completed a new round of talent recruitment, attracted nearly 230,000 job applications, and promoted the steady development of the Company's talent echelon.

Campus Recruitment

In 2025, we continued to expand the scale of campus recruitment. Leveraging the "Spruce Program" and "Cloud Explorer Program", we further enhanced our campus recruitment efforts, reaching top universities including Tsinghua University, Zhejiang University, and Nankai University. The focus of recruitment is primarily on technology roles, with a new emphasis on recruiting talent for AI algorithm development, in alignment with the Company's AI strategy. Through diversified channels such as batch introduction, joint training, and direct recruitment fast track, we collected nearly 100,000 job applications in total, including more than 8,000 applications from overseas universities, effectively expanding the Company's international talent pool.

To foster engagement with university students, the Kingsoft Office recruitment team serves as career mentors on campuses, holding a total of 161 recruitment and exchange activities. Meanwhile, we invited senior executives and alumni to participate in special talent exchange meetings for the first time, where they delivered in-depth interpretations of the Company's development strategy, product layout and talent development mechanism, steadily strengthening the employer brand building. New employees excellent in various aspects are integrated into our management trainee program to enhance their overall capabilities through job rotational training.

we collected nearly

100,000
job applications in total

including more than

8,000
applications from overseas universities

holding a total of

161
recruitment and exchange activities

Recruitment Target	Objective	Recruitment Channels	2025 Project Outcomes		
R&D Talent	To enhance the Company's R&D capabilities and continuously drive technological innovation and development.	Internship Conversion Campus Recruitment School-Enterprise Collaboration Social Recruitment	Retained **84** interns who have passed probation	Recruited and hired more than **200** R&D staff through the "Kingsoft Office New Future Training Camp" school-enterprise special joint training channel	Introduced **535** outstanding campus talents through campus recruitment
AI Talent	To support the enterprise's continuous exploration of AI algorithm research, development and application, enhancing the intelligence level of products.	Internship Conversion Campus Recruitment School-Enterprise Collaboration Social Recruitment	Retained **60** interns in AI-related position	Recruited **327** AI talents through campus recruitment	Cooperation with 26 schools, and trained and recruited over **187** university AI talents this year
Management Talent	To build a talent reserve to drive continuous innovation, supporting the Company's strategic development and business goals.	Management Trainee Program Social Recruitment	Recruited **7** management trainees in 2025, with rotational training across 5 various positions within the Company.		
Sales Talent	To build an experienced and diverse sales team to expand business and increase market share.	Internship Conversion Campus Recruitment School-Enterprise Collaboration Social Recruitment	Hired **28** talents through campus recruitment, including those from fields such as pre-sales support, key account sales, sales strategy, data analysis, etc.		

School-Enterprise Collaboration in Talent Development

School-enterprise collaboration is a vital approach for enterprises to serve national strategies and deeply integrate with the disciplinary development of universities. This year, we have engaged in in-depth cooperation with 26 key universities, ensuring the effective implementation of school-enterprise collaboration in talent development.

Kingsoft Office Partners with Universities to Launch an AI Supply-Demand Docking Employment and Education Project

In 2025, Kingsoft Office collaborated with universities, including Huazhong University of Science and Technology, Wuhan University of Technology, Central China Normal University, Wuhan University of Science and Technology, Central University of Finance and Economics, and South-Central Minzu University, to jointly apply for an AI Supply-Demand Docking Employment and Education Project. Through this school-enterprise cooperation model, we laid a solid foundation for talent cultivation. Focusing on the integration of AI and smart office scenarios, the project promotes comprehensive reforms in training models, curriculum design, and career guidance, establishing a talent development system with enterprises as the technological foundation. The project has effectively enhanced students' practical capabilities, supported high-quality employment for university graduates, and continuously supplied better talent to the industrial chain, fostering a complementary ecosystem between the education chain and the industrial chain.

Project Approval Certificate of Kingsoft Office's Supply-Demand Docking Employment and Education Project

Kingsoft Office Establishes Training Bases with a Number of Universities

Since 2021, Kingsoft Office has established strong partnerships with many universities, including Huazhong University of Science and Technology, China University of Geosciences (Wuhan), Wuhan University of Science and Technology, Wuhan University of Technology, Central China Normal University, Huazhong Agricultural University, Hubei University, and South-Central Minzu University. The Company has integrated core industry technologies such as C++ and server-side development into university curricula in advance. Combining training campus with practical courses, we have enhanced students' engineering practice capabilities. Some graduating students joined the Company for internships and were offered formal positions based on their performance. As at the end of the reporting period, nearly 3,500 students had completed the training campus courses, and over 830 of them had joined the Company as formal employees. This has effectively supported the employment of university graduates and the retention of local outstanding talent in Wuhan.

In 2025, the Company further expanded this school-enterprise collaboration model nationwide, and launched the first Elite Engineer Development Program jointly with Xidian University and Northwest University, extending the reach of industry-education integration.

Kingsoft Office - Huazhong University of Science and Technology's Third Enterprise Ecology Course

Kingsoft Office "Spruce Empowerment Workshop" Technical Counseling Session

In 2025, Kingsoft Office successfully held the "Spruce Empowerment Workshop" technical counseling sessions at Xidian University and Northwest University. The Company invited outstanding alumni representatives to provide specialized training for students of the two universities, focusing on C++ technologies. Through practical case analysis, interpretation of the talent development system, and career development guidance, the Company further strengthened its employer brand influence. In the future, the Company will continue to rely on the "Spruce Program" to consolidate its talent pool, empower youth development, and promote the development of an industry-education integration ecosystem through diversified forms such as technical sharing, internship and practical training, and joint cultivation.

Kingsoft Office "Spruce Empowerment Workshop" Technical Counseling Session

Cultivating Talent Through Competitions, and Selecting High-Potential Technical Talent

In 2025, Kingsoft Office co-hosted the "Kingsoft Cup" Programming Contest and International Collegiate Programming Contest Campus (ICPC) with Wuhan University of Technology. This international authoritative competition focuses on evaluating participants' algorithm design capabilities, innovative thinking, and problem-solving abilities under extreme conditions. A total of 26 teams from within and outside the university participated. Through the "talent cultivation through competition" model, high-potential technical talents were identified and selected, injecting new momentum into the Company's talent pipeline.

"Kingsoft Cup" Programming Contest and ICPC International Collegiate Programming Contest On-site Event

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In 2025, Kingsoft Office's talent recruitment efforts gained widespread recognition, earning multiple honors

2025 NFuture Most Socially Responsible Campus Recruitment Employer and 2025 NFuture AI Recruitment Excellence Leadership Award by Nowcoder

Moka 2025 China Human Resources Sirius Selection

Liepin 2025 Beijing Outstanding Employer

CIWEI 2025 Most Innovative Youth-Friendly Employer Brand

Mr. Offer 2025 Excellent Talent Development Employer

OfferShow 2025 Star Employer

Talent Development

Kingsoft Office continues to improve its talent development system, creating talent training systems such as the *New Employee Guide and Internal Trainer Management System*, to standardize the management and implementation of training activities. By integrating internal and external resources, we offer diverse courses both online and offline, continuously iterating training methods and projects to provide strong support for enhancing employees' professional skills and overall quality.

Improving the Training System

Kingsoft Office places a strong emphasis on talent development, consistently advancing the construction of its training system and the refinement of its talent development system. Guided by the philosophy of empowering employees in all aspects, the Company invested approximately RMB 2.71 million in 2025 to create a wide range of training projects tailored to employees at different levels and across various professional fields. These programs are paired with personalized learning pathways, providing differentiated training for employees.

Internal Offline Training Resources

This year, we hosted 264 offline training sessions, accumulating 493.45 hours and 26,394 participations. We continued to operate the internal knowledge-sharing platform "Enjoy New Knowledge", encouraging employees from various business lines to share insights across the Company, thereby promoting knowledge flow, dissemination, and accumulation within the organization. This year, we conducted 30 professional sharing sessions for development, testing, AI, security, product, and operations, totaling 37.7 training hours and attracting 2,987 participant attendances, with an average satisfaction score of 4.88 out of 5.

Internal Online Training Resources

We established the "Da Wu Academy" online learning platform to offer employees a flexible and convenient learning channel. As at the end of the reporting period, the Company's internal learning platform launched 62 new courses, with a learning participation of 4,204 individuals, total learning hours of 31,145 and per capita learning hours of 7.4.

External Diverse Training Resources

The Company continues to collaborate with external education platforms such as Three Classes, as well as professional training institutions including Siyichuang, First Priority, Beisen, and Sino Consulting Co., Ltd. These partnerships support employees in enhancing their professional capabilities and broadening the perspectives. In 2025, we introduced a variety of courses tailored to different roles and ranks, including technical skills training, leadership training, general workplace skills training, and new employee training. Related courseware was synchronized to our internal learning platform for employees' free self-directed learning.

Diversified Empowerment Programs

Campus Recruit Development Pathway

Jul.-Dec. of the First Year	Jan.-Jun. of the Second Year	Jul.-Dec. of the Second Year	Jan.-Jun. of the Third Year	Jul.-Dec. of the Third Year
Warm-Up Stage	Run-Up Stage		Acceleration Stage	Growth Stage
New Employees	Qualified Employees	Excellent Employees	Potential Talent	Exceptional Elites
Shaping values & enhancing workplace competence	Acquiring professional skills	Mastering thinking techniques	Building unique advantages	Developing leadership capabilities

New Employee Training

Focusing on the growth of new employees post onboarding, we have built a full-cycle development system of "new hire training + mentor empowerment". We conduct "Keep Moving" and "Star Starting Point" traineeship programs for campus and social recruits respectively, helping new employees to comprehensively learn about the company culture, business scope and workflow, quickly integrate into our team, and strengthen their sense of belonging by providing theoretical courses, practical operations, team competitions and cultural experiences

We implement a phased development plan for campus recruits post onboarding, offering ample growth opportunities. In alignment with business units' or company job promotion pathways, we guide and motivate new employees in a targeted way to help their transformation from workplace newcomers to elite professionals.

▼ New Employee Training

"Keep Moving" Fresh Graduates Training Campus
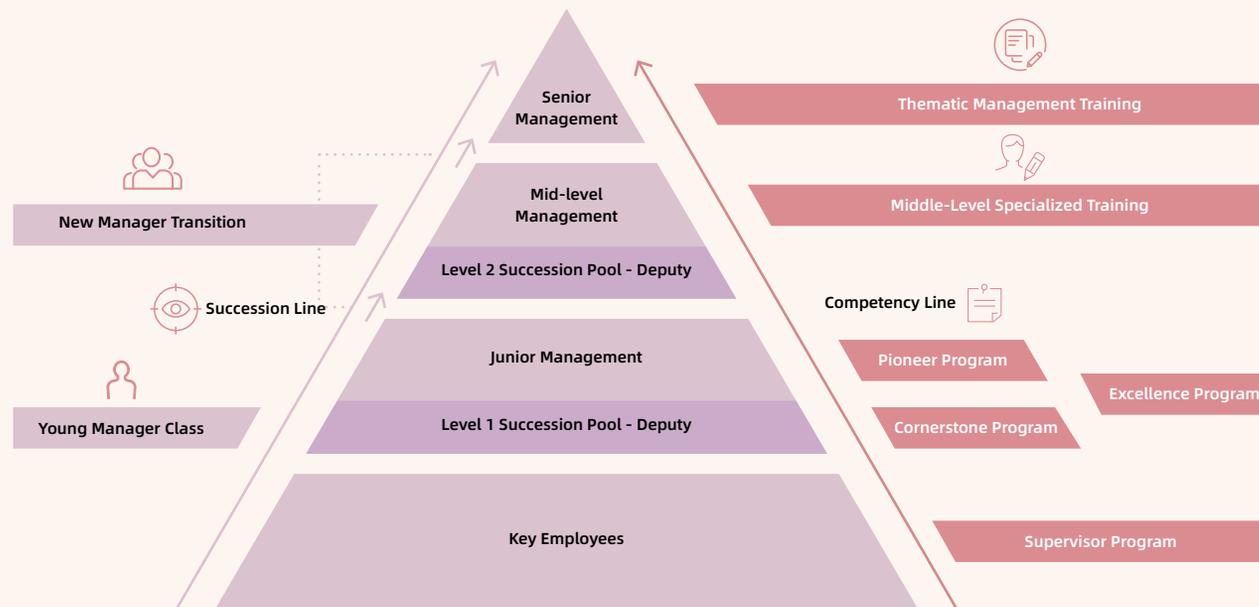

Ice-breaking Activities for Social Recruits

Project Title	Training Target	Training Content	Results
"Keep Moving" Training Project	Campus Recruits	Through a comprehensive introduction to the Company's products and business landscape, development history and cultural sharing sessions, experience-sharing by outstanding senior colleagues, and soft literacy skills training, a dedicated "3+1" training model is implemented to support fresh graduates in quickly transitioning from campus life to the workplace.	This year, the " Keep Moving" training project was conducted in four sessions, with 535 participants, a total of 85.5 hours of training, and an average course satisfaction score of 4.94 out of 5.
"Star Starting Point" Training Project	Social Recruits	Centered on company history, corporate culture, compliance requirements, and safety guidelines, the project equips new employees with a thorough understanding of the Company's requirements and enhances their understanding of the organization to fully understand the job specifications.	This year, the "Star Starting Point" project conducted 14 offline training sessions, with 685 participants, a total of 112 hours of training, and an average course satisfaction score of 4.95 out of 5.

Succession Planning and Manager Development

We provide development channels for successors and continuously optimize and implement our talent succession plan. During the year, based on the *435 Manager Standard* [53] and in conjunction with the annual talent inventory outcomes, we incorporated key employees with management potential into the "Talent Reserve" as key candidates for reserve and development across management positions at various ranks. At the same time, we established a talent cultivation mechanism for deputy positions and strengthened the development of the deputy position succession pool, thereby creating a clear and coherent succession pathway for key roles.

We conduct various forms of leadership training according to the need of junior, mid-level and senior managers and for managing reserve talent to meet future job requirements. This year, we specifically organized rotational training programs for third-level managers to enhance the performance capabilities of managers at different levels. We also optimized the management structure of second-level business units and, in alignment with business development needs, strengthened the management team. By building a clearly tiered and synergistic manager echelon, we promoted the deep integration of succession reserve, capability development, and leadership echelon building.

53. Refers to the four dimensions, three interpretations, and five behaviors in manager evaluation. The four dimensions refer to the abilities to understand strategy, innovate, take responsibility, lead people. The three interpretations include strengths, weaknesses, and overexertion in performance. The five behaviors encompass common positive and negative actions.

Overview of Kingsoft Office Management Talent Development

New Manager Transition

Succession Line

Young Manager Class

Senior Management

Mid-level Management

Level 2 Succession Pool - Deputy

Junior Management

Level 1 Succession Pool - Deputy

Key Employees

Thematic Management Training

Middle-Level Specialized Training

Competency Line

Pioneer Program

Excellence Program

Cornerstone Program

Supervisor Program

Leadership Training

Project Title	Training Target	Training Content	Results
Newly Promoted Manager Training	Newly Promoted Managers	Continuously empowering junior managers with a focus on the development of newly promoted managers. Based on the Company's management philosophy and manager standards, we refined and optimized key points and the curriculum system. Through modular teaching, integration of real business cases, and sharing sessions by business experts, we ensured efficient delivery of core knowledge and deep integration with real business scenarios, steadily enhancing training effectiveness.	This year, we conducted four sessions of newly promoted manager training, with a total of 134 participants. The training satisfaction score reached 4.79 out of 5.
Young Core Staff Class	Reserve Manager Talent	We selected and cultivated high-potential young core staff through a series of training programs, helping young managers understand the Company's management philosophy, clarify their management roles and mission & responsibilities. Interactive teaching methods were adopted to enhance young managers' comprehensive management capabilities, systematic thinking, innovation, and collaboration and communication skills. Each participant was also paired with a mentor and provided with one-on-one communication opportunities with senior executives.	This year, based on the Company's manager standards, we identified core capability and literacy requirements, selected and trained 21 high-potential young managers, with a participant feedback score of 4.82 out of 5.

Professional Skill Training

We have designed and launched a series of professional skill improvement programs according to the career growth pathways of employees, closely focusing on the actual business scenarios and pain points, in-depth excavation and refinement of the best business practices, and providing employees with extensive learning resources for business knowledge. Furthermore, we established the "Professional Force" sharing platform, inviting employees from various business lines to share their professional knowledge and practical skills, thereby promoting internal knowledge exchange.

We have established a dual training effectiveness evaluation mechanism based on both participant feedback and supervisor assessments. Participants are invited to provide qualitative and quantitative evaluations across dimensions including course content, knowledge application, trainer's teaching level, and professional literacy. Direct supervisors are also invited to assess participants' key competencies, providing a third-party perspective on capability improvement and training effectiveness. Based on these assessments, we dynamically optimize training programs and continuously enhance training quality.

Professional Skills Training

| Project Title	Training Target	Training Content	Results
R&D Training Academy	R&D Talents and Talents in Product Operations and Testing Positions	For newly hired graduate R&D staff, we conducted three-month full-time technical training, adopting a combination of "offline classroom instruction and practical guidance", balancing theory and hands-on practice. Training is categorized by position: core R&D directions cover four major technical areas, namely C++, server-side, front-end, and algorithms, with a 12-week training cycle focused on programming professional skills; non-core R&D directions include positions such as product operations and testing, with a six-week training cycle emphasizing AI tool usage and foundational AI programming skills. In addition to full-time trainers, an additional 120 key business and technical experts also participate in such training in 2025 to enhance alignment between training and business practice.	This year, we organized training for graduate R&D staff, with 516 participants, totaling 720 training hours.
New Sales Training Campus	Sales Talent	Based on the Company's key business direction for the year, and guided by the principles of "understanding products, staying diligent, and upholding discipline", we optimized the curriculum system and teaching model. The training covered explanation of several major products, industry trends, industry case studies, business processes and systems, company legal compliance, and corporate history and culture. Adopting a "training integrated with practice" approach, we conducted staged and role-based full-process client engagement drills based on real business scenarios, establishing a complete learning pathway of "knowledge input - in-depth understanding - practical application" to comprehensively enhance sales staffs' capabilities.	This year, we conducted two dedicated training sessions over 27 days, with 295 participants, totaling 174.5 training hours. The project received a satisfaction score of 4.82 out of 5.

Comprehensive Development Support

Degree Course

We encourage and support employees in pursuing degree programs through various channels such as self-study exams, correspondence courses, distance education, and part-time graduate programmes to enhance their academic qualifications. Employees who obtain degrees related to their positions can apply for partial reimbursement of learning or examination fees to the Company, motivating their continuous professional development and self-improvement.

Occupational Certification

Kingsoft Office is committed to offering certification support opportunities for all employees. We encourage all employees in obtaining professional skill titles and vocational qualification certificates in their spare time, and assist employees in applying for relevant certificates and their subsidies, or national professional title recognition.
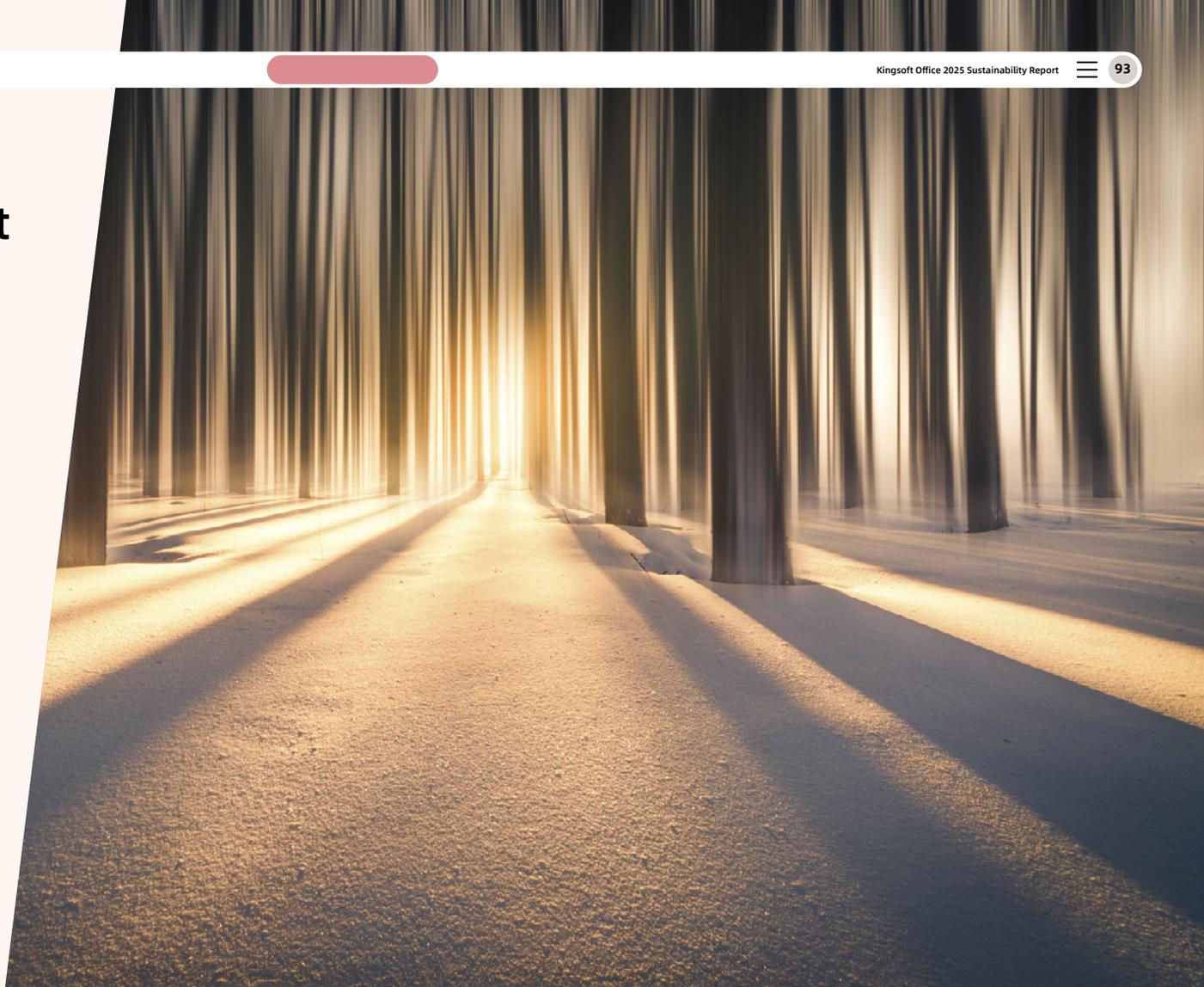
Talent Retention

Guided by the principle of fairness and transparency, the Company continuously improves its talent retention mechanism by integrating promotion, remuneration, and performance management. Through establishing dual development channels for management and professional development, optimizing a differentiated remuneration structure, and implementing OKR-oriented performance management, we fully stimulate employees' motivation and creativity, ensuring that their efforts and contributions are duly rewarded and fostering long-term mutual success for both employees and the company.
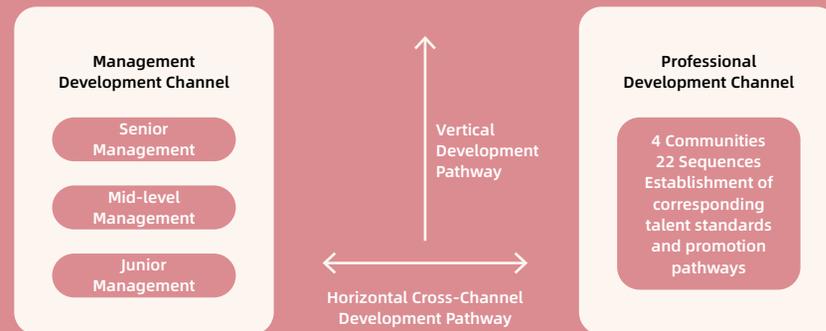
Promotion Management

We value the career development of our employees, fully respecting employees' occupational development planning, and have established a diversified career development system that integrates vertical promotion and horizontal mobility.

We have built a clear dual-channel promotion mechanism, allowing employees to choose either a management or professional development pathway based on their personal plans. The management channels include promotion tiers at junior, mid-level, and senior management layers, with succession planning advanced in accordance with annual talent inventory results. The professional channels are divided into four major communities, namely industry and research, operation, sales, and platform, comprising 22 professional sequences. Each sequence features clearly defined promotion pathways and level standards, with continuous improvement of the position sequence management system.

To promote internal talent mobility and expand employees' career possibilities, we have implemented the "Talent Flow Program", prioritizing internal recruitment to meet position requirements. Cumulatively, over 70,000 visits to internal job postings were attracted, facilitating cross-department mobility for nearly one hundred employees. In addition, we provide cross-department transfers and job rotation opportunities, supporting cross-regional and cross-track development. Guidance is offered to employees undergoing transfers or rotations to help them quickly integrate into new positions and create value.

Kingsoft Office Talent Development Pathways

Management Development Channel
- Senior Management
- Mid-level Management
- Junior Management

Vertical Development Pathway

Horizontal Cross-Channel Development Pathway

Professional Development Channel
- 4 Communities 22 Sequences Establishment of corresponding talent standards and promotion pathways

We continuously improve our promotion mechanisms and optimize the promotion management system. The fairness of promotions is guaranteed across four dimensions: strict departmental nomination control, clear evaluation standards, transparent and impartial review processes, and result calibration and alignment. We continuously refine competency standards for each sequence, cultivate core personnel, and leverage exemplary employees as role models to enhance the overall quality of our talent pool. We publicly disclose career development channels and competency standards within the Company and organize briefing sessions during promotion cycles to ensure that employees can access and accurately understand rank requirements at any time, enabling them to conduct self-assessment and benchmark their capabilities accordingly.

Remuneration System

Kingsoft Office has established a remuneration system for all employees that is precisely incentivized, value-oriented, and inclusive. Centered on the integration of long- and short-term incentives and equal emphasis on strategy and risk control, we align company strategy, business priorities, and individual contributions, and formulate differentiated remuneration strategies based on employee sequence rank to strengthen the effectiveness of talent incentives.

Short-term Incentives

Including year-end bonuses, half-year bonuses, quarterly bonuses, monthly bonuses, and variable remuneration based on performance assessment results. For key R&D projects, staged bonuses are established to provide timely incentives to R&D teams.

Long-term Incentives

We continue to implement equity incentive plans to attract and retain outstanding talent through stock incentives, fully motivating the Company's core team. All full-time employees are eligible to participate in the selection. This year, we granted a total of 3,460,000 restricted shares to core management personnel, key technical staff, and other employees who have made significant contributions to the Company. Among employees below the senior executive level, the overall participation rate in the equity incentive program was approximately 30%.

To ensure the scientific adaptation of remuneration system, we regularly cooperate with external professional agencies to conduct salary surveys, constantly monitor employee salaries, and dynamically benchmark against peer enterprises. We place particular emphasis on ensuring the external competitiveness and internal equity of compensation for our entry-level employees. In addition, the Company places significant emphasis on addressing gender pay gaps and ensuring equal pay for equal work. Through regular reviews and analysis of employee remuneration data and other measures, we effectively monitor employee remuneration and ensure that all employees receive fair remuneration for equivalent roles and performance levels. Additionally, we advocate for a healthy work-life balance for our employees. In cases where extra work is required, we ensure through strict working hour monitoring and overtime management that employees working overtime receive appropriate compensation.

Optimization of Tiered Performance Incentive System

Focusing on tiered incentive and target coordination, we have established a performance incentive system with clear authority and responsibility, and a well-defined orientation. For mid-level management, the focus is on overall team effectiveness and the achievement of departmental strategic goals. By increasing the weight of annual bonus packages, they are incentivized to coordinate resources and drive business breakthroughs. For senior management and core personnel, the emphasis is on the Company's long-term value creation and sustainable development. By raising the proportion of long-term incentives within total remuneration, their personal interests are deeply aligned with the long-term development of the enterprise.

Differentiated Remuneration Structure of Position Series

For sales sequence employees, we aligned a larger portion of target bonuses with sales performance, designing distinct incentive plans tailored to different business models. A tiered commission mechanism is simultaneously established, providing strong incentives for high-performing employees to achieve higher sales targets. For R&D and functional sequence employees, we matched target bonuses to position value and ranks, ensuring their remuneration reflects the complexity of their work and their contributions.

Performance Management

Kingsoft Office has devised and implemented the *Kingsoft Office Performance Management Method*, continuously optimizing a performance management cycle system that includes goal setting, performance assessment, performance interview and improvement as the core links. We have established an online performance assessment system, adopting a multi-faceted performance assessment mechanism. Employees or teams are evaluated for their performance quarterly, with results serving as the significant basis for performance bonuses and rank promotions, thereby motivating employee growth. The Company ensures that its performance appraisal process is unbiased by race, gender, age, marital status, or political ideology.

In 2025, Kingsoft Office achieved a

100 % coverage rate for employee

performance appraisals

Performance Objective Setting

We use the OKR (Objectives and Key Results) model to set clear and measurable performance objectives for each level of the business unit. Based on team goals, the team and individual employees ensure that organizational, team, and key position individual goals are highly synergistic through top-down strategy decomposition and bottom-up goal co-creation.

Performance Assessment

We consistently monitor employees' performance against their objectives, conducting annual team performance assessment through performance review and biannual individual performance assessment using employee self-assessment, departmental superior assessment, and grade-by-grade calibration. Building upon the existing foundation, our performance assessment process has strengthened the "calibration and alignment" phase. By organizing calibration meetings, we conduct multi-dimensional comparisons and collective reviews of evaluation results to minimize assessment bias, ensuring consistent evaluation standards and fair outcomes. The results of both team and individual performance assessments collectively influence employees' bonuses, remuneration, and promotions. We are committed to fostering a more objective and equitable appraisal environment.

Performance Interview and Improvement

We encourage regular agile dialogues between supervisors and employees, [54]offering timely guidance through communication to quickly adjust employees' work direction and deepen their understanding of their roles. We actively listen to employees' opinions and suggestions, carrying out agile iteration and flexible optimization of performance management processes, tools, and practices, ensuring that the management system remains dynamic and effectively supports business development and employee growth.

We have established systematic communication mechanisms for employees. Each employee can engage in one-on-one communication with their direct supervisor regarding performance appraisal results to gain clear development feedback and improvement suggestions. To ensure the quality and effective implementation of communication, we have introduced a "post-interview questionnaire follow-up" mechanism. This reversely evaluates the actual execution of the interviews, ensuring that communication is effectively carried out. Additionally, we provide employees with clear channels. Employees can initiate an appeal within a stipulated 7-day window period for performance appraisal and other questions. The Company has designated personnel responsible for managing the entire process and promptly addressing employee inquiries. Upholding principles of equality and fairness, the Company actively engages with all parties and, when necessary, convenes review panels to address employee appeals.

54. Agile dialogue refers to an unstructured approach to managing employee performance and development throughout the year.

Conveying Employee Care

We prioritize employees' physical and mental health, actively setting open and inclusive communication platform and listening to their voices. We are committed to offering both emotional and material support to employees.

Non-salary Benefits

Kingsoft Office has always focused on employees' senses of happiness and belonging, providing multi-dimensional non-salary benefits including work, health, subsidies, family and activities that cover all employees. The Company organizes a variety of activities to enrich the employees' leisure time, helping them to better achieve a work-life balance. The non-salary benefits of the Company covered 100% employees of the Company, including regular employees, dispatched workers, outsourced staff, and interns.

Workplace Benefits

🔻 **Flexible working:**

flexible working hours and working-from-home arrangements in special circumstances

🔻 **Complete coverage:**

six insurances and one housing fund

🔻 **Tea break benefits:**

installed coffee machines, beverage dispensers, and ice cream freezers; daily provision of health tea bags, soy milk, milk, etc.

🔻 **Cafeteria and supermarket discount:**

employee canteens offering delicious and affordable meals, with discounted prices for employees and their families; employee and their family members have Walmart discount

🔻 **Hairdressing services:**

hairdressing rooms within office premises

🔻 **Personal care items:**

disposable personal care items such as cotton swabs, and dental floss in restrooms based on employee needs. For men, we provide disposable razors; for women, we offer hair ties and more

Health Benefits

🔻 **Health insurance:**

annual health check-ups, occupational health examinations, paid sick leave, supplemental life and medical insurance, etc.; new discounted health checkup packages and dental care benefits for employees and their family members

🔻 **Health seminar:**

health knowledge popularization to gain new knowledge

🔻 **Specialty clinic:**

dental clinic, ophthalmology clinic, Chinese medicine physiotherapy clinic, Dermatology Prevention Institute clinic, etc.

🔻 **Mental health:**

Warm Heart EAP Program for delivering mental health knowledge, and one-on-one psychological counselling and consultation services for employees and their families

🔻 **Fitness places:**

free gym, fitness equipment, etc. in the workplace

🔻 **Health services:**

physical therapy room in the workplace equipped with medical kits containing commonly used medicines, thermometers, etc.

🔻 **Healthy activity:**

regular sports competitions and events

Activity Benefits

🔻 **Club culture:**

found 10 employee clubs covering football, basketball, yoga, outdoor club and more, and stand-up comedy shows, summer employee camps, skiing, social networking, and other activities

🔻 **Corporate culture:**

corporate culture day, and values role model story contest

🔻 **Festival events:**

organized festival events such as Women's Day activities, Dragon Boat Festival Nostalgia activities, and Arts Festival; distributed festive gifts

🔻 **Annual travel:**

set a travelling benefit budget, organize annual employee trips and hold a selection activity for travel photography works

Family Benefits

🔻 **Parenting support:**

offer 3 days of marriage leave; maximum 208 days of maternity leave and 15 days of paternity leave; 10 days of parental leave each year, with "Care Mum Rooms" providing childcare facilities

🔻 **One-child care leave:**

15 days of care leave

🔻 **Family day:**

Mid-Autumn Family Day Program

Subsidy Benefits

🔻 **Housing allowance:**

social recruits and out-of-town interns are provided with accommodation

🔻 **Meal allowance:**

lunch and overtime/missed meal allowance

🔻 **Transportation allowance:**

full reimbursement of transportation costs for overtime work

🔻 **Growth package:**

anniversary packages

🔻 **Allowance benefits:**

special allowance for employees in difficulty, sickness, and funeral allowance

🔻 **Rescue fund:**

according to the requirements of the *Kingsoft Office Relief Fund Management Measures*, to provide financial support for employees in difficulties

Employee Activity Benefits

To express the Company's recognition of and gratitude to employees, we have established the "Legacy Award", where employees receive an honorary certificate and a legacy medal upon completing every 5 years of service. We introduced the "Graduation Gift" care scheme, presenting a customized gold employee badge to those who have served at Kingsoft Office for 15 years or more, as a token of appreciation for their long-term dedication. In 2025, we launched the "Right Now Plan", which includes granting employees a lifetime-valid WPS Premium, providing them with WPS Gift Cards that can be gifted to family and friends, along with a New Year gift package. This reflects the Company's continuous care for both employees and their families.

Three New Year benefits of "Right Now Plan"

The year 2025 marks the first year of Kingsoft Office's five-year strategy release. We deeply integrated this strategy into our corporate culture activities. By designing culture shirts embodying the essence of the five-year strategy and incorporating elements like sports events, we helped employees gain a clear understanding of the future development direction. We encouraged all first-level departments to independently organize small-scale year-end party projects, creating a cultural celebration characterized by "co-creation by all and sharing for all", thereby fully showcasing the cultural charm of each team.

Employee Engagement

Continuously optimizing internal communication mechanism, we are committed to providing a freer and more convenient communication environment for employees. Through strategic decoding activities, we collected 428 employee feedback items and addressed them in centralized Q&A sessions. We launched the "CEO Live Streaming Room" and "Business Unit Senior Executive Live Streaming Rooms", focusing on core company issues to solicit and answer questions raised by employees. We established a linkage mechanism between the InnerSource community and the iBBS technical section, especially the iBBS Internal Forum for Kingsoft Office's employees, encouraging employees to freely exchange opinions, share experiences, and discuss issues. This aims to significantly increases the technical sharing efficiency across teams. Launched a 24-hour self-service HR Service Center (HR-SSC), covering high-frequency HR scenarios such as onboarding, offboarding, transfers, and attendance inquiry. In 2025, the service center received over 5,000 queries, significantly improving the efficiency of HR affaires processing.

Aiming at the core target of increasing the sense of happiness of all staff, Kingsoft Office conducts multiple employee satisfaction surveys annually, carrying out reviews and discussion based on the survey results. The survey focuses on corporate development strategies, corporate culture, organizational systems, performance incentives, administrative services, employee benefits, as well as employees' "engagement", "purpose", "happiness", and "stress". We hold executive communication meetings to respond to employee feedback in the survey. Each business unit is promoted to implement at least one improvement plan based on the satisfaction survey feedback.

In 2025, Kingsoft Office conducted 2 employee satisfaction surveys on topics associating to employees' daily feelings such as work experience and office environment facilities, achieving an average satisfaction rate of over 93%. [58]Furthermore, we earnestly listen to employee feedback in satisfaction survey and promptly implemented targeted improvement plans to comprehensively enhance their senses of gaining and happiness in the work and life.

In 2025,

the service center received over

5,000queries

Kingsoft Office conducted

2employee satisfaction surveys

achieving an average satisfaction rate of over

93% [55]

55. In 2025, the average score across all dimensions in the employee satisfaction survey exceeded 93%.

Key Employee Performance

Employee Recruitment

Indicator		Year 2025	Year 2024
Total Number of Employees		6,385	5,505
By Employment Type	Full-time Employees	6,048	5,189
	Part-time Employees	337	316
By Age Group	Employees Aged 30 and Below	3,058	2,890
	Employees Aged 31 to 50	3,303	2,599
	Employees Aged 51 and Above	24	16
By Rank	Management Employees	707	594
	Non-management Employees	5,678	4,911
By Gender	Male Employees	4,329	3,678
	Female Employees	2,056	1,827

	Indicator	Year 2025	Year 2024
	Percentage of Female Employees (%)	32.20%	33.19%
	Percentage of Female Employees in Management (%)	27.16%	26.06%
	Senior Management[56] Percentage of Female Employees (%)	18.18%	22.09%
Employee Diversity Performance	Mid-level Management[57] Percentage of Female Employees (%)	19.41%	18.11%
	Junior Management[58] Percentage of Female Employees (%)	31.70%	31.18%
	Percentage of Female Employees in Sales and Marketing Department Management (%)	40.99%	36.67%
	Percentage of Female Employees in R&D Department (%)	23.04%	20.90%
	Percentage of Minority Ethnic Employees (%)	5.18%	4.81%
	Percentage of Employees with Disabilities (%)	1.00%	1.05%

56. Heads of first-level departments

57. Heads of second- and third-level departments

58. Heads of fourth- and fifth-level departments

New Employee Recruitment

Indicator		Year 2025	Year 2024
Total Number of New Employees Hired		2,972	1,526
Percentage of Vacancies Filled by Internal Employees (Internal Recruitment)[59] (%)		23.14%	46.49%
By Gender	Number of New Male Employees	1,785	950
	Number of New Female Employees	1,187	576
By Age Group	New Employees Aged 30 and Below	2,224	1,168
	New Employees Aged 31 to 50	748	357
	Number of New Employees Over 51	0	1
By Region	Number of New Employees from Mainland China	2,966	1,523
	Number of New Employees from Hong Kong, Macau, and Taiwan	3	2
	Number of New Employees from Overseas	3	1

59. Percentage of Vacancies Filled by Internal Employees (Internal Recruitment) (%) the total number of vacant positions filled by internal employees within the Company/the total number of vacant positions in the Company during the reporting year.

60. The statistical scope of employee training only includes full-time employees.

Employee Training

Indicator		Year 2025	Year 2024
Average Training Hours for Full-Time Employees [60] (Hours)		62.48	6.79
By Rank	Average Training Hours for Senior Management (Hours)	3.20	2.00
	Average Training Hours for Mid-level Management (Hours)	13.97	5.90
	Average Training Hours for Junior Management (Hours)	10.79	5.30
	Average Training Hours for General Employees (Hours)	69.22	6.87
By Gender	Average Training Hours for Male Employees (Hours)	70.85	7.70
	Average Training Hours for Female Employees (Hours)	43.61	4.95
Percentage of Trained Full-Time Employees (%)		100%	100%
By Rank	Percentage of Trained Senior Management (%)	100%	100%
	Percentage of Trained Mid-level Management (%)	100%	100%
	Percentage of Trained Junior Management (%)	100%	100%
	Percentage of Trained General Employees (%)	100%	100%
By Gender	Percentage of Trained Male Employees (%)	100%	100%
	Percentage of Trained Female Employees (%)	100%	100%

Employee Turnover

|	Indicator	Year 2025	Year 2024
	Voluntary Employee Turnover Rate [61](%)	5.62%	6.22%
By Gender	Male Employee Turnover Rate (%)	5.12%	5.11%
	Female Employee Turnover Rate (%)	6.73%	8.30%
By Rank	Senior Management Turnover Rate (%)	0	2.44%
	Mid-level Management Turnover Rate (%)	4.05%	0
	Junior Management Turnover Rate (%)	0.67%	0
	General Employee Turnover Rate (%)	6.10%	6.27%
By Age Group	Employee Turnover Rate for Age 30 and Below (%)	6.49%	6.29%
	Employee Turnover Rate for Age 31-50 (%)	4.84%	5.22%
	Employee Turnover Rate for Age 51 and Above (%)	11.11%	5.88%
By Region	Employee Turnover Rate in Mainland China (%)	5.60%	6.29%
	Employee Turnover Rate in Hong Kong, Macao, and Taiwan (%)	13.33%	5.88%
	Overseas Employee Turnover Rate (%)	0	0

Employee Health & Safety

Indicator	Year 2025	Year 2024
Number of Working Days Lost due to Work-related Injuries (Injury Leave) (Days) [62]	92.75	0

61. The statistical caliber for voluntary employee turnover rate only includes full-time employees who left the Company voluntarily during the reporting period. The following statistical caliber for employee turnover rate data by gender, rank, age, and region are all based on full-time employees who voluntarily left the Company during the reporting period. Voluntary employee turnover rate during the reporting period = Number of full-time employees voluntarily separated during the reporting period / (Number of full-time employees at the end of the reporting period + Number of full-time employees voluntarily separated during the reporting period).

62. A total of three employees were injured during the year, mainly due to incidents such as traffic accidents that occurred during commuting.

Intelligent Inclusion to Hold Shared Responsibility

Guided by the philosophy of "leading with technology, empowering through digitalization, and co-creating a better future for social services", Kingsoft Office actively aligns its social responsibilities with commercial development, and serves the society with the digital capacities. Leveraging its technological advantages in the office software field, the Company consistently engages in social welfare initiatives and rural revitalization efforts. It advances technology for good, empowers government and enterprise digitalization, promotes industry-academia-research integration, and supports the digitalization of education. Through technological inclusivity and diverse public welfare practices, the Company helps enhance social operational efficiency, promote educational equity, and support talent development. By giving back to society in a sustainable manner, it contributes to the sustainable economic and social progress of the broader community.
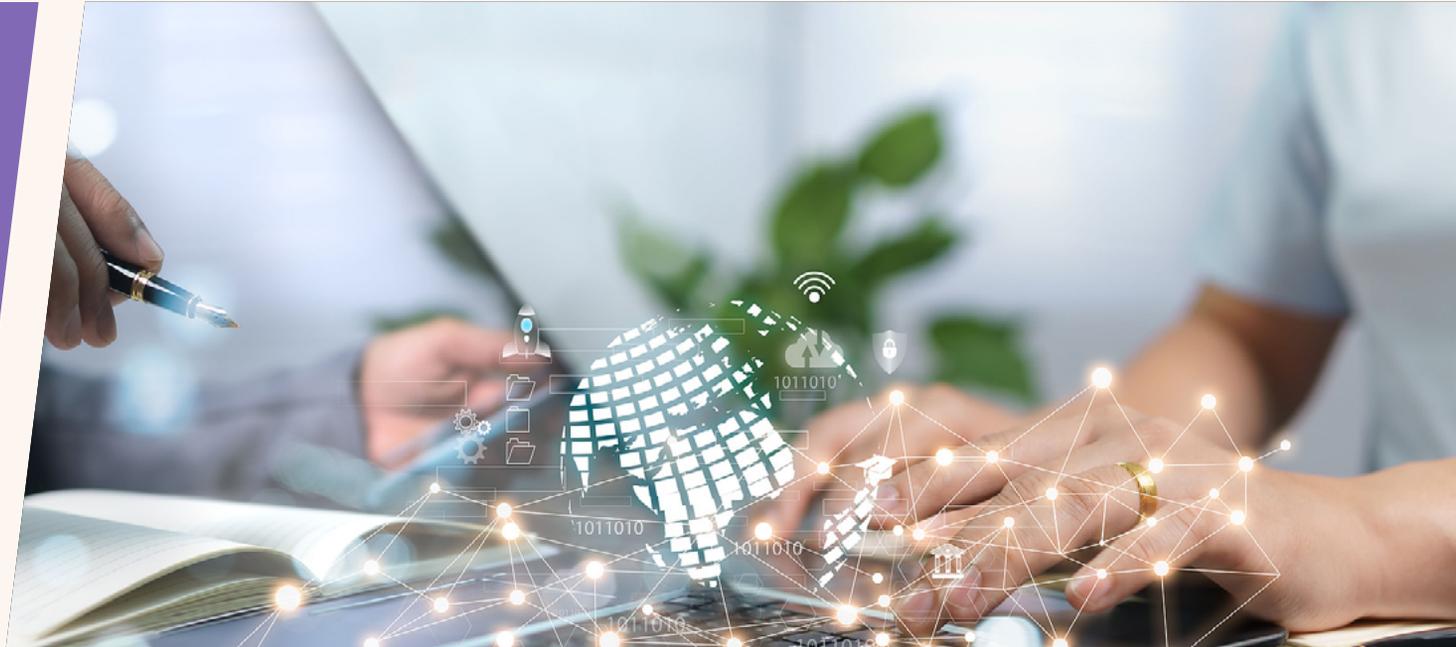
Social Contributions

This year, the Company allocated approx. RMB 60,000 towards social contribution activities such as tree planting, charity sales, elderly and children care activities, organized 5 public welfare activities, and engaged 166 employee volunteers.

Technology for Good

Kingsoft Office remains grateful to the society by utilizing its expertise in digitalization and intelligent technologies to explore innovative ways technology can drive social good, promoting global technology inclusion and enhancing convenience and well-being for society through diversified practices.

63. ICT: Information and Communications Technology.

Kingsoft Office Partners with Chinese Vocational Colleges to Boost Intelligent Talent Development in Mozambique

In Jul. 2025, Kingsoft Office reached a cooperation agreement with a Mozambican delegation, launching the China-Mozambique Vocational Education Digitalization Project. Through initiatives including the development of ICT[63] discipline standards systems, collaboration with Chinese colleges to create localized curricula, and the establishment of "WPS Digital Workshops", the Company is exporting its domestically proven "textbook development - teacher training - skills certification" integrated model overseas, contributing to the digital upgrade of education in Africa. The project is expected to reach 100,000 students.

With a business presence spanning over 220 countries and regions and over 200 million overseas monthly active devices, Kingsoft Office is a key partner in Africa's Intelligent development. Through products such as WPS 365 and WPS AI, the Company continues to lower the barrier to office skills and promote the Intelligent transformation of education. This initiative promotes Intelligent technology inclusivity and international education cooperation, and also reflects Kingsoft Office's ongoing commitment to advancing global education equity.
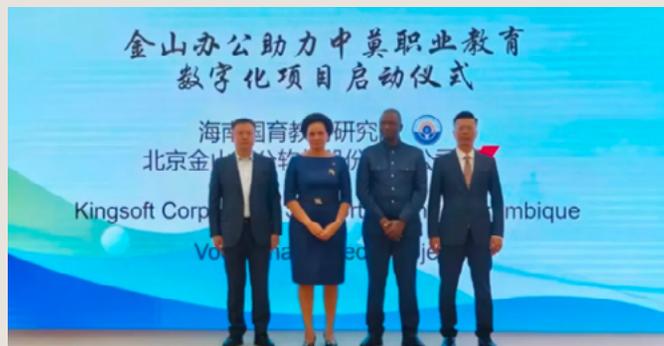
Launching Ceremony of Kingsoft Corporation Supporting China-Mozambique Vocational Education Program

WPS Suji Real-time Subtitle Transcription: Breaking Communication Barriers for Hearing-impaired Users

In July. 2025, WPS Suji (voice-to-text), developed by Kingsoft Office, launched the "Real-time Subtitle Transcription" function. When users watch videos, take online courses, or play audio recordings, the feature supports real-time speech-to-text conversion and subtitle generation. It not only improves the efficiency of information recording and organization but also expands the application boundaries of AI voice technology. The core highlight of this update lies in the integration of "real-time bilingual subtitles + AI speaker summary". Whether in multilingual communication or multi-person meetings, the system can accurately capture and distinguish different voiceprints, enabling mutual translation and labeling among Chinese, English, and other languages. Meanwhile, the newly added AI automatic summarization function helps users quickly extract key information, enhancing work and study efficiency. To continue the "WPS AI Making Hearing Possible" public welfare initiative launched by Kingsoft Office in Dec. 2024, the "Real-time Subtitle Transcription" feature will also be made available free of charge to hearing-impaired users, helping them break communication barriers. To date, tens of thousands of hearing-impaired users have already benefited from this initiative.

WPS Suji

Enterprise Client Empowerment

Driven by R&D and innovation as its core engine, Kingsoft Office focuses on the needs of enterprise clients both domestically and internationally. Leveraging its diversified product matrix, the Company empowers clients to enhance quality and efficiency. Internationally, the Company continues to deepen its presence in the ASEAN market, promoting the large-scale deployment of products such as WPS Office and WPS AI to enable efficient office work for hundreds of overseas enterprise clients. Domestically, the Company has launched a fully localized government affairs model (Enhanced Version). Through pilot applications, it has significantly improved the efficiency of official document processing, freeing up grassroots manpower and accelerating the quality and speed of government services through digital and intelligent solutions.

64. ASEAN: the full name is the Association of Southeast Asian Nations (ASEAN), the members of which comprise Malaysia, Indonesia, Thailand, the Philippines, Singapore, Brunei, Vietnam, Laos, Myanmar, and Cambodia.

Empowering Overseas Enterprises with Technology

Kingsoft Office Empowers ASEAN[64] Market with Technology, Enabling Increasing of Overseas Business

Kingsoft Office continues to deepen its presence in the ASEAN market, attracting hundreds of government and enterprise clients across multiple ASEAN countries to adopt its products. Its business covers sectors such as government, banking, insurance, and telecommunications, injecting momentum into the efficient office work of local enterprises. During the 2025 ASEAN Expo, the Company showcased WPS AI and WPS 365 and shared its achievements in overseas expansion. As of now, WPS Office's monthly active devices in ASEAN countries exceeded 62 million, a year-on-year increase of 20%, while its overseas monthly active devices reached 245 million. WPS AI reached 1.3 million monthly active users, becoming one of the first Chinese AI applications to achieve large-scale deployment in the ASEAN region.

Booth of Kingsoft Office in 2025 ASEAN Expo

Accelerating Intelligent Transformation in Government Affairs

Kingsoft AI Stack for Government Facilitates Intelligent Government Development

In Jul. 2025, Kingsoft Office and Kingsoft Cloud jointly launched the AI Stack for Government, providing an "out-of-the-box" intelligent solution for government office work. This product integrates the Kingsoft Government Office Model and the DeepSeek-R1 large model, covering 15 categories of statutory document writing scenarios and 61 refined creative scenarios. It seamlessly interfaces with various government business systems, ensuring secure closed-loop data security flow.

Currently, the product has been piloted in Zhuhai, Wuhan, and Shanghai's Pudong New Area, improving document drafting efficiency by approximately 45%, reducing proofreading and review time by 60%, and freeing up 30-40% of government workforce. Service window processing time has decreased by nearly 30%. This initiative not only enhances government office efficiency and reduces grassroots workloads but also empowers digital government construction through domestic technology, promoting accessible and convenient government services.

AI Stack for Government Officially Released

Industry-University-Research Integration

Kingsoft Office actively promotes the integration of industry, academia, and research. Through diverse initiatives such as building cross-sector collaboration platforms, promoting technology inclusivity, and participating in talent development programs, we continuously foster deep alignment between our core business capabilities and academic research needs. This contributes to enhancing educational quality and building a talent pool for the industry.

Kingsoft Office's "Intelligence Office Project for the Education Industry": Promoting High-quality Education Development through Technological Inclusion

In May 2025, Kingsoft Office launched the "Intelligence Office Project for the Education Industry", a smart education platform initiative providing one million WPS 365 Education Flagship Edition accounts to over 200 colleges and institutions nationwide. The Peking University campus edition, for instance, integrates functions such as an AI assistant and an exclusive template library, significantly enhancing teaching, research, and learning efficiency for faculty and students. Concurrently, the Company will build an industry-education-integrated cloud platform for 10 million vocational college students, deepening the application of practical training scenarios through digital tools such as document collaboration and smart spreadsheets, thereby fostering a deep connection between technical skills and industrial demands.

Over the next three years, the Company will allocate a special fund worth RMB 1 billion, covering five major areas including vocational education and higher education, to continuously expand the reach of WPS 365 Education Edition. Currently, WPS 365 Education Edition serves over 20 million faculty and students, achieving a 75% coverage rate among "Double First-Class" universities. This underscores Kingsoft Office's social commitment to promoting educational equity and empowering talent development through technological inclusivity.

"Intelligence Office Project for the Education Industry" Objective

Kingsoft Office Supports the Implementation of the Industry-University Collaborative Talent Development Action Plan for Information Technology Application

In Jul. 2025, the "Industry-University Collaborative Talent Development Action Plan for Information Technology Application", guided by two major teaching guidance committees of the Ministry of Education, was officially launched. As one of the first batch of supporting enterprises, Kingsoft Office deeply participated in the initiative, providing support for teaching environment construction and textbook development to 20 universities. Seven jointly compiled textbooks are scheduled for publication. Leveraging this plan, the Company collaborates to build an integrated cultivation system characterized by "standards guidance, resource co-creation, and ecosystem empowerment", connecting the entire talent development chain. This contributes to achieving the core objective of "forming a replicable and scalable excellent talent cultivation model within three years, and cultivating versatile talent possessing both strong technological capabilities and soft innovation skills".

Sample Textbook

Kingsoft Office and Tsinghua University PBCSF Jointly Improving Industry-University-Research Integration and Innovation

In May 2025, Kingsoft Office hosted a visit from participants of the Young Entrepreneurs Program at Tsinghua University's PBCSF, engaging in in-depth discussions on AI development trends and enterprise intelligent transformation. The Company shared its AI strategy, product matrix, and cases of technology implementation. This event established a dialogue mechanism among academic institutions, industry players, and entrepreneurs, contributing to the industry-university-research integration as well as the development of innovative talent.

Entrepreneurial Students from Tsinghua PBCSF Visit Kingsoft Office for Exchange

Education Development of Digital Intelligence

Kingsoft Office is committed to promoting the development of digital intelligence in the education industry. By empowering the digital transformation of basic education with AI teaching tools and the Docer resource library, and leveraging WPS 365 to build smart campuses and deepen school-enterprise collaboration tailored to the full-scenario needs of higher education institutions, the Company injects intelligent momentum into the education industry. This contributes to the construction of an open, collaborative, and smart education ecosystem.

Basic Education Digitalization

Kingsoft Office continues to promote the development of Intelligent elementary education, actively responding to the national education strategy. By leveraging targeted initiatives and collaborating with partners, the Company builds a high-quality Intelligent educational resource system. Through integrating cutting-edge technology education resources and establishing a smart education platform, it precisely addresses the needs of frontline teacher development, contributing to the balanced allocation of educational resources. This injects technological momentum into advancing the Intelligent transformation of basic education and enhancing educational equity and quality.

In 2025, Kingsoft Office launched its AI teaching design service, establishing a Intelligent education tool system covering all educational stages, including primary and secondary schools, vocational education, and kindergartens. The system integrates AI-powered lesson plan customization, open class design, lecture script generation, and interactive classroom setup, accurately meeting teachers' lesson preparation and teaching observation needs. By integrating educational

resources with AI technology, it effectively addresses Intelligent teaching challenges faced by teachers in different regions. By year-end, the service had covered 120,000 teachers and generated 80,000 lesson plans.

The Docer platform continued to expand its education resource library, with core resources such as test papers, exam materials, lesson plans, and courseware reaching 2.59 million items, and total downloads reaching 210 million. The platform has established a dual matrix of "traditional templates + AI innovative resources", lowering the threshold for office work and improving efficiency. In 2025, it included over 120 million materials, 4 million templates, and more than 1,000 AI innovative templates, serving 270 million users, with downloads of core office templates exceeding 210 million.

Digitalization of University and College Education

Kingsoft Office actively promotes the Intelligent transformation of higher education, providing universities with comprehensive Intelligent solutions covering smart campus construction, optimization of teaching and research, talent development, and global education accessibility. Through strategic school-enterprise cooperation and international public welfare donations, the Company supports universities in enhancing management efficiency, optimizing the teaching and research office experience, and strengthening Intelligent skills among faculty and students, advancing the Intelligent transformation of higher education ecosystems both domestically and internationally through diverse practices.

By year-end, AI teaching design service had covered

120,000
covered teachers

80,000
generated lesson plans

Kingsoft Office and Jilin University of Chemical Technology Jointly Build a Smart Campus

In Dec. 2025, Kingsoft Office and Jilin University of Chemical Technology reached a strategic cooperation agreement to jointly establish a "WPS Smart Campus Demonstration Unit". Relying on the WPS 365 Education Edition, they built a one-stop AI collaborative office platform and carried out in-depth cooperation in areas such as smart campus construction and talent development. By integrating document, meetings, approval and other business systems, the university improved administrative management efficiency by 50% and increased large-scale event organization efficiency by 66%, effectively resolving issues such as fragmented office products and difficulties in data storage. In teaching and research scenarios, collaborative documents and AI proofreading functions optimized academic collaboration and the standardization of research outputs. Meanwhile, through the "Intelligence Office Project for the Education Industry", the Company provided students with free AI access accounts and organized training sessions and competitions to comprehensively enhance digital skills among faculty and students.

Signing Ceremony for Strategic Cooperation between Jilin University of Chemical Technology and Kingsoft Office

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Kingsoft Office WPS 365 Intelligently Empowers NJUPT's "Campus Brain"

Kingsoft Office's WPS 365 has established in-depth cooperation with Nanjing University of Posts and Telecommunications to jointly build a "Campus Brain" digital service platform. The project integrates 15 categories of on-campus knowledge resources, including institutional policies and mental counseling. Leveraging AI technology, it has created an "AI Senior" entry point capable of responding within 30 seconds to freshmen's inquiries about changing majors and pushing notifications such as postgraduate graduation requirements, while also linking with the "NJUPT Tree Hole" platform to provide psychological care. This cooperation promotes the implementation of Kingsoft Office's AI capabilities in educational scenarios, digitally empowering the upgrade of campus services with greater efficiency, optimizing service response logic and knowledge circulation, delivering precise services to faculty and students, and supporting the digital transformation of the campus education ecosystem.

WPS AI Empowers Universities in Nigeria and Ethiopia

In Mar. 2025, relying on the UNESCO-ICHEI, Kingsoft Office donated WPS AI products to Ahmadu Bello University in Nigeria and Addis Ababa University in Ethiopia, supporting intelligent teaching and research activities for faculty and students at both institutions and fulfilling its mission of empowering the digital development of higher education. The donated products integrate cloud collaboration, advanced PDF processing, and multilingual support functions, helping the two universities establish cross-regional collaborative platforms, optimize academic document management and international cooperation processes, and effectively enhance digital practice capabilities among faculty and students. This cooperation successfully implemented a tripartite collaboration model of "international organization + technology enterprise + university", demonstrating its feasibility in bridging the digital divide in education and providing a reference model for global digital education transformation. Meanwhile, Kingsoft Office leveraged real application scenarios to iteratively optimize its products, achieving coordinated development of commercial growth and social value.

Rural Revitalization

Kingsoft Office actively responds to the national rural revitalization strategy, using digital technology as a driving force to support rural education revitalization and coordinated regional development. The Company adheres to the synergy between social responsibility and business development, deepening the strategic integration of digital rural construction with its core business, and continuously injecting professional momentum into the digital and intelligent transformation of rural education. This year, the Company benefited government institutions and public organizations in rural towns, townships, subdistricts, and administrative villages (self-governing organizations), with an investment of RMB 1.92 million in rural revitalization initiatives.

Kingsoft Office Launches a Five-Year Action Plan to Intelligently Empower Rural Education

In 2025, Kingsoft Office officially launched its Five-Year Action Plan to digitally empower rural education. To thoroughly implement the important directives of General Secretary Xi Jinping on rural revitalization and the spirit of the National Education Conference, and to fulfill the requirements of the *Opinions of the Ministry of Education and Three Other Departments on Effectively Linking the Consolidation and Expansion of Educational Poverty Alleviation Achievements with Rural Revitalization,* Kingsoft Office focuses on the educational development needs of key rural revitalization assistance regions and ethnic minority regions, leveraging digital capabilities to support the building of a strong education country. Targeting the educational development challenges in 160 key rural revitalization counties nationwide, the Company actively responds to national initiatives and works closely with the education system to advance the digital transformation of rural education. In 2025, Kingsoft Office donated to the education bureaus of 19 key counties targeted for rural revitalization support. The initiative delivered 9,987 WPS 365 Education Edition cloud office service accounts—representing a product donation valued at approximately RMB 19 million—and benefitted over 1.2 million students and teachers in local schools. With a service period of five years, this initiative has built a high-quality digital office and teaching collaboration platform for teachers and students in rural schools.

Kingsoft Office Showcases Solutions at CIFTIS, Bringing Intelligent Education to Border Regions

Kingsoft Office, with WPS 365, participated in the Beijing Solutions Exhibition at the 2025 China International Fair for Trade in Services (CIFTIS), demonstrating its integrated "AI + Office + Education" technology system and launching a one-stop smart education solution designed to improve the quality of rural education. The solution was successfully selected as a typical case in the "AI Office" category at this year's CIFTIS. The corresponding computer science classrooms for basic education are jointly built by leading information technology innovation enterprises in Beijing, equipped with high-quality software including Kingsoft Office, with complete and practical functions. At present, these classroom have been implemented in border rural schools such as Lhasa Experimental Primary School in Xizang, serving more than 4,000 students of various ethnic groups. Relying on fully independent core technologies, the project precisely addresses the challenges of equal access to education resources and information technology development in border and rural areas, injecting educational momentum into rural revitalization through digital empowerment.

About this Report

Overview

This is the 2025 Sustainability Report of Beijing Kingsoft Office Software Company Limited (referred to as "Kingsoft Office", "the Company" or "We"), which comprehensively presents our sustainability concepts and practices and reports on the progress of our major sustainability work in the year.

Reporting Period

This report covers the period from Jan. 1, 2025 to Dec. 31, 2025, and some contents may be beyond the above scope.

Report scope and boundaries

The scope of this report is Beijing Kingsoft Office Software Company Limited and its subsidiaries unless otherwise stated.

Reference Standard

This report is prepared in accordance with the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial)* and the *Guidelines No. 1 for Self-Regulatory Supervision on Listed Companies of the SSE STAR Market - Standardized Operation*; and with reference to the *Enterprise Sustainability Disclosure Standards - Basic Standards (Trial), the Sustainability Disclosure Standards for Enterprises No. 1 - Climate (Trial) and the Shanghai Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 4 - Preparation of Sustainability Reports (Revised in Jan. 2026),* the *Guide No. 13 for Self-Regulatory Supervision on Listed Companies of the SSE STAR Market - Compilation of Sustainable Development Reports. (Revised in Jan. 2026).* In addition, we referred to the Global Reporting Initiative (GRI) Standards and the UN Sustainable Development Goals (SDGs).

Report Sources

The information, data, and cases used in this report are all from official documents, statistical reports, financial reports, or public documents of the Company, as well as information on sustainability practices collected and summarized by various functional departments of the Company.

Confirmation and Approval

This report has been reviewed and approved by the Board of Directors.

Report Access

This report is published in both print and electronic formats, in Chinese and English. The electronic version of the report can be found on the official website of Kingsoft Office (www.wps.cn) and the website of the Shanghai Stock Exchange (www.sse.com.cn).

Contact us by phone or by letter if you have any questions about the contents of this report.

Our contact information is as follows:

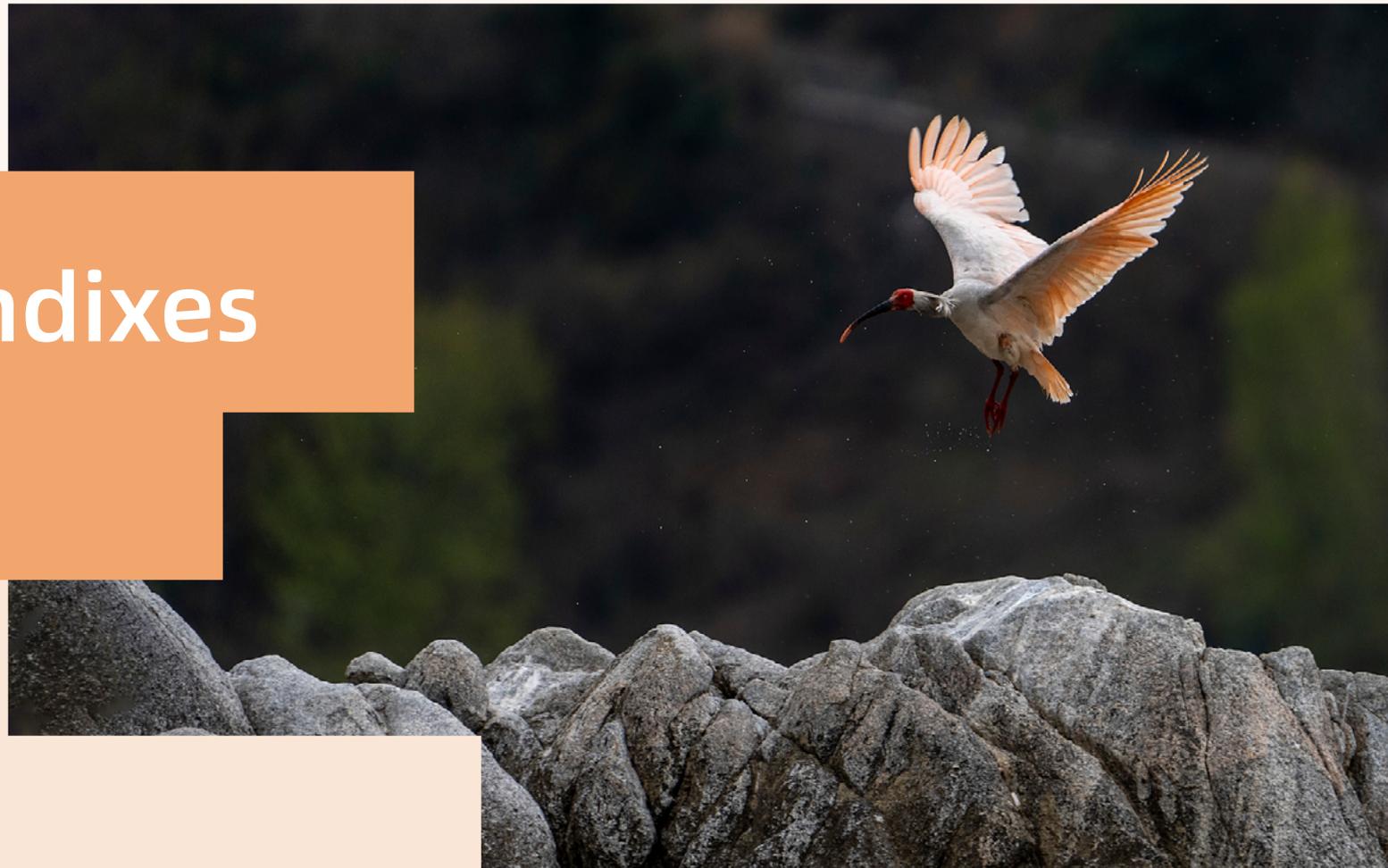Beijing Kingsoft Office Software Company Limited

Address: Kingsoft Tower, No. 33 Xiao Ying West Road, Haidian District, Beijing, China 100085

Email Address: Ir@wps.cn

Fax: (010) 82325655

Fax: (010) 82325655

Appendixes

Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial) Index

Disclosure Requirement	Clause	Corresponding Sections of This Report
Chapter III Environmental Information Disclosure		
Section 1 Climate Change Response	Article 20	Climate Change Response
	Article 21	Climate Change Response
	Article 22	Climate Change Response
	Article 23	Climate Change Response
	Article 24	Climate Change Response Key Environmental Performance
	Article 25	Key Environmental Performance
	Article 26	Climate Change Response
	Article 27	Climate Change Response
	Article 28	Climate Change Response
Section 2 Pollution Prevention and Ecosystem Protection	Article 29	Adhering to Green Operation

Disclosure Requirement	Clause	Corresponding Sections of This Report
Section 2 Pollution Prevention and Ecosystem Protection	Article 30	Kingsoft Office focuses primarily on software research and development and is not involved in direct product manufacturing. It is also not classified as a key pollutant-emitting entity by national environmental protection authorities. The Company's environmental impact mainly arises from energy and resource consumption and emissions during its operations. Since its business model does not include manufacturing processes, it does not generate industrial pollutants such as wastewater, exhaust gases, or waste residues. Upon assessment, the issue of "pollutant emissions" is not considered to have financial materiality or impact materiality.
	Article 31	Adhering to Green Operations Key Environmental Performance
	Article 32	Supply Chain Security Adhering to Green Operations
	Article 33	Adhering to Green Operation
Section 3 Resource Utilization and Circular Economy	Article 34	Adhering to Green Operation
	Article 35	Adhering to Green Operations Key Environmental Performance

Disclosure Requirement	Clause	Corresponding Sections of This Report
Section 3 Resource Utilization and Circular Economy	Article 36	Adhering to Green Operations Key Environmental Performance
	Article 37	Adhering to Green Operations Key Environmental Performance
Chapter IV Information Disclosure		
Section 1 Rural Revitalization and Social Contributions	Article 38	Social Contributions Rural Revitalization
	Article 39	Rural Revitalization
	Article 40	Social Contributions
Section 2 Innovation-Driven and Ethics of Science and Technology	Article 41	Scientific and Technological Innovation
	Article 42	Scientific and Technological Innovation
	Article 43	Scientific and Technological Innovation
Section 3 Suppliers and Customers	Article 44	Stakeholder Engagement Supply Chain Security
	Article 45	Supply Chain Security
	Article 46	Supply Chain Security

Disclosure Requirement	Clause	Corresponding Sections of This Report
	Article 47	Product and Service Safety and Quality
	Article 48	Data Security and Protection
Section 4 Employees	Article 49	Safeguarding Employees' Rights and Interests
	Article 50	Safeguarding Employees' Rights and Interests Supporting Employee Development Conveying Employee Care Key Employee Performance
Chapter V Disclosure of Governance Information Related to Sustainable Development		
Section 1 Governance Related to Sustainable Development	Article 51	Sustainability Governance Structure Sustainability Concepts
	Article 52	Sustainability Due Diligence
	Article 53	Stakeholder Engagement
Section 2 Commercial Conduct	Article 54	Business Ethics
	Article 55	Business Ethics
	Article 56	Business Ethics

GRI Sustainability Reporting Standard Index

First-level sections of the report	Second-level sections of the report	GRI Standards
About Kingsoft Office	Company Introduction	GRI2
	Milestones of Kingsoft Office	GRI2
	Honors and Key Performance Indicators	GRI2
Corporate Governance	Governance of the Board of Directors	GRI2
	Business Ethics	GRI2、GRI205、GRI206、GRI404、GRI414
Sustainability Management	Sustainability Governance Structure	GRI2
	Sustainability Concepts	GRI2
	Stakeholder Engagement	GRI2
	Materiality Assessment	GRI3
	Sustainability Due Diligence	GRI2
	Supply Chain Security	GRI2、GRI308
Intelligent Office and Renewed Experience	Product and Service Safety and Quality	GRI2
	Scientific and Technological Innovation	GRI2、GRI203、GRI404

First-level sections of the report	Second-level sections of the report	GRI Standards
Intelligent Office and Renewed Experience	Data Security and User Privacy Protection	GRI2、GRI203、GRI404、GRI414、GRI418
Low-Carbon Operations and Green Development	Climate Change Response	GRI2、GRI302、GRI305
	Adhering to Green Operation	GRI2、GRI302、GRI303、GRI306
	Key Environmental Performance	/
Employee Centric and Value Driven	Safeguarding Employees' Rights and Interests	GRI2、GRI401、GRI403、GRI405、GRI406、GRI407、GRI408、GRI409、GRI412
	Supporting Employee Development	GRI2、GRI404
	Conveying Employee Care	GRI2、GRI401
	Key Employee Performance	/
Intelligent Inclusion to Hold Shared Responsibility	Social Contributions	GRI203、GRI413
	Rural Revitalization	GRI203
About this Report		GRI2