Environmental Social Governance Report

KINGSOFT OFFICE

Kingsoft Office's
2021 ESG Report

ESG
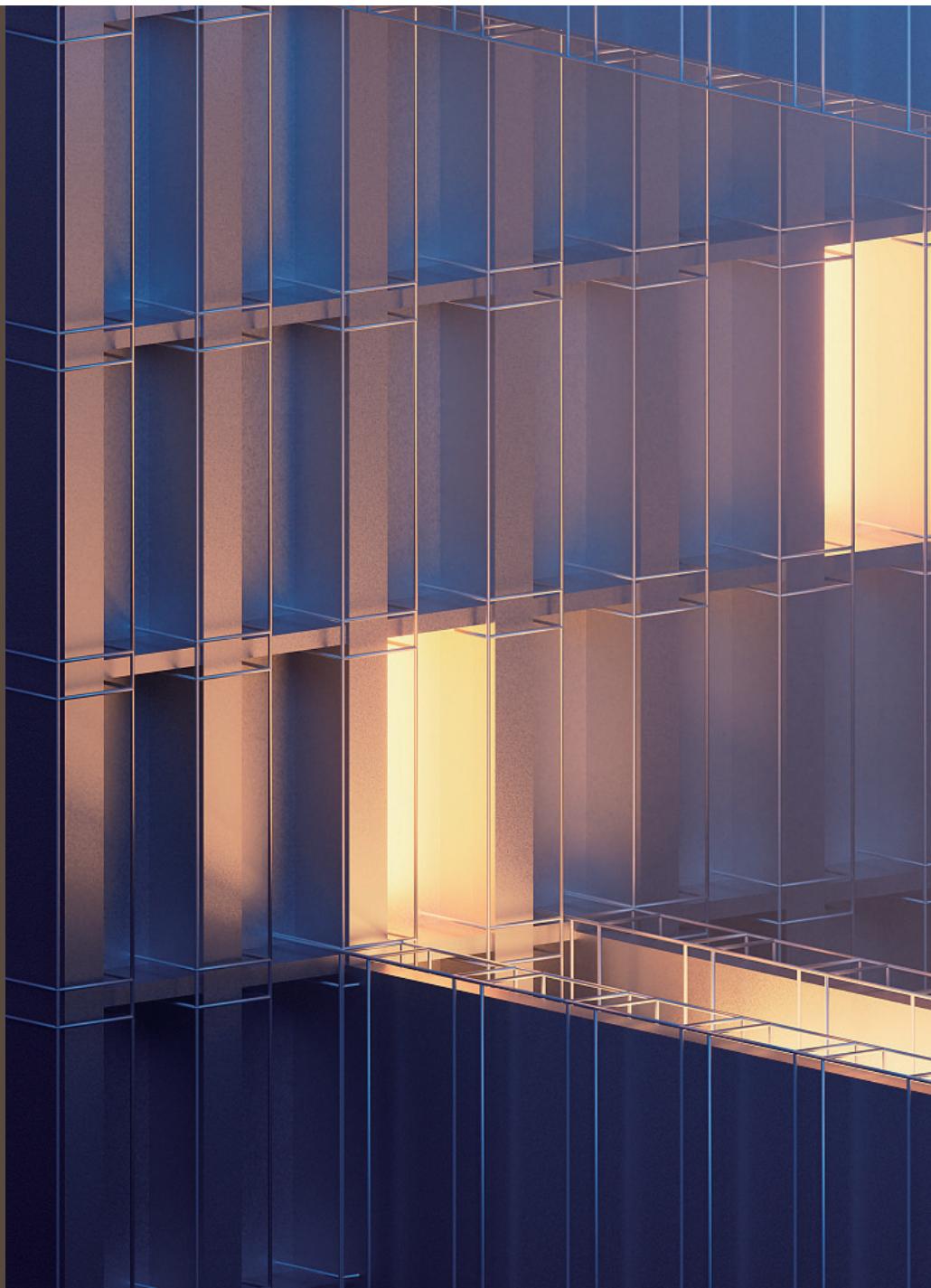
Inspire Wisdom

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Chairman's Statement

In 2021, Kingsoft Office is always committed to delivering the simplest and most efficient office experience and services to every user, helping individuals to work and live more easily and happily, and helping organisations to run and grow more efficiently. Despite facing multiple impacts such as the normalization of the prevention and control of the COVID–19 and the fluctuation of the international situation, we still delivered a satisfactory answer with the joint efforts of the board of directors, management, all employees, and partners from all walks of life.

As the benchmark of domestic software, Kingsoft Office always insists on technology and independent innovation. In 2021, the total number of R&D personnel of Kingsoft Office is 2,811, an increase of 49.68% year–on–year, accounting for 66.94% of the total number of people in the company; the total investment in R&D is 1,082 million yuan, an increase of 52.15% year–on–year, accounting for 32.98% of the operating income ratio. We also make every effort to implement national laws and regulations on network security and privacy protection. We establish a data security management system covering whole process around the production and research field, including the introduction of external third parties to conduct network security audits, regular and continuous security drills and system attack and defense tests, and promulgation of a series of rules and regulations such as *the Basic Guidelines for R&D Security and Privacy Protection* Principles and other regulations. The company's corresponding effectiveness is also affirmed by external awards such as "ISO27001 Information Security Management System Certification", "ISO27701 Privacy Information Management System Certification", "Innovation Award at China Information Technology Expo", and "Huawei Smart Office Ecosystem Best Collaboration Product".

Serving the people's livelihood is the responsibility of national enterprises, we also combine our own product advantages and industry influence to respond to the national call for common prosperity and promote the development of the digital economy in ethnic region. In 2021, Kingsoft Office partnered with Inner Mongolia Department of Industry and Information Technology, Inner Mongolia Information Technology Association,etc. and co–organized the "Bridging Culture – Facilitating Integration and Development–Information Technology Innovation and Development Summit for Ethnic Regions" announcing the establishment of the Digital Development Laboratory for Ethnic Languages and Writings Inner Mongolia Central Station and donated 10,000 sets of WPS+ accounts to Inner Mongolia Autonomous Region. In 2021, Kingsoft Office released the first Tibetan version of WPS Office, donated WPS Office software to the education system of Milin County, and jointly established the "Language Technology Development Lab" with Tibetan University to help the local community achieve digital transformation.

Confronting natural disasters and epidemics, we have not backed down from assisting the affected areas to fight floods and epidemics, contributing to Kingsoft's efforts. In 2021, after the Henan rainstorm disaster, we donated 3 million yuan and all kinds of urgently necessity to the disaster area for post–disaster reconstruction. We also urgently launched the special registration template of "Help-seeking and Mutual Help during Henan Rainstorm" for use by governments, aid agencies, public welfare organisations and enthusiasts to ease the burden on information collection including rescue and help–seeking and to improve disaster response efficiency. Kingsoft Office also introduced a topic template entitled "Henan Can Make It", including educational PPT and posters themed on flood control, to spread knowledge of flood prevention and raise social prevention awareness. As the provider of technical support, we also actively promoted the summer vacation epidemic prevention knowledge and popularization activities for primary and secondary school students in the city sponsored by Zhuhai Education Bureau and Zhuhai Health and Health Bureau to help promote epidemic prevention knowledge through Kingsoft Documents.

It is especially worth mentioning that, as the official collaborative office software provider for the Beijing 2022 Winter Olympic and Paralympic Games, we have contributed our unique strength to the smooth organization and orderly operation of this international event by providing technical support in many aspects such as daily document transmis–sion, collaborative office, and remote office, which highlights Chinese wisdom and Chinese innovation on the world stage. According to the Winter Olympics application scenario, we upgraded the WPS version, adjusted function buttons and layout editing, etc. to support the organizing committee to collaboratively edit electronic documents to complete their work and reduce unnecessary use of paper. We provide private deployment for the Winter Olympics to ensure data security needs. We also set up a Winter Olympics security team, which is responsible for improving daily server inspections, data monitoring, and troubleshooting security risks to form a closed–loop management. Through high–level work delivery with great quality and advanced standard, Kingsoft Office comprehensively promotes digital offices, minimizes carbon emission, and helps Beijing hold low–carbon Winter Olympics.

Carrying forward the cause and forging ahead into the future, we will uphold the role and mission of a national enterprise, and in the historical period when the 14th Five–Year Plan of the country continues to progress and the digitalization process accelerates, we will practice the values of "Customer First, Insist on Innovation, Honesty and Integrity, Optimism and Tenacious", and strive to become a company with great user loyalty, employee reputation and society respects.

Chairman：
Zou Tao

About this Report

・Overview

This report comprehensively displays the environmental, social and governance (ESG) concept, practice and the annual ESG progress of Beijing Kingsoft Office Software Company Limited. (hereinafter referred to as "Kingsoft Office", "Company" or "us")

・Report period

This report covers the period from January 1st, 2021 to December 31st, 2021, 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.

・Standard of reporting

This report is prepared with reference to the *Listing Rules of Shanghai Stock Exchange Science and Technology Innovation Board (Revised in December 2020).*

・Report sources

The information, data and cases used in this report are all from official documents, statistical reports, financial reports and public documents of the company, as well as ESG practice information 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 Shanghai Stock Exchange (www.sse.com.cn).

Contacting us by phone or by letter if you have any questions about the contents of this report. Our contact information is as follows:

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About Kingsoft Office

Kingsoft Office is a technology company which has been committed to delivering the simplest and most efficient office experience and services to each individual, organisation and enterprises for more than 30 years. Kingsoft Office will provide a new way of office represented by "Cloud services–based, multi–screen, content–assisted, AI–enabled all products", and help both enterprise customers and individual users bloom the power of wisdom and achieve simple creation and a better life in the future.

Our mission, vision, values

Mission:
Simple creation, easy expression, and value connection.

Vision:
We are committed to creating innovative products and services that make people and organizations can work more easily and efficiently, lead the way in the future of work.

Values:
Users first / Insist on innovation/Honesty and Integrity /Optimism and tenacity

Simple creation/Easy expression/Value connection

Users First

Insist on Innovation

金山办公
KINGSOFT OFFICE

Honesty and Integrity

Optimistic and Tenacious

We are dedicated to be a company with great user loyalty,

employee reputation, and society respects.

We provide users with incredible office experience

beyond expectations as a global leader in official services industry.

Major products and services

Our main products include WPS Office software, Kingsoft Documents and other software empower products matrix as well as "Kingsoft Digital Office Platform". Among those, WPS Office software, Kingsoft Documents and other products can be applied at multiple main stream operating systems as Windows、Linux、Mac OS、Android、iOS、HarmonyOS. The main services include providing customers with value-added functions related to daily office and documents, Internet advertising and other services based on the company's products. Kingsoft Digital Office Platform can offer one-stop, multi-platform application solutions or services by corresponding empowerment methods and delivery modes according to organisational customer needs.

Our company has more than 30 years of technical accumulation of office software and the advantages of professional research in the field of office application software industry. We independently develop the main software products and services. During the reporting period, the revenue of core technology-related software and service business accounted for more than 99% of operating income.

At present, Kingsoft Office has formed an office platform scenario represented by WPS to help customers carry out convenient collaborative office in various scenarios including the cloud office platform scenario represented by Kingsoft Office light office mode and the enterprise efficiency platform scenario represented by " Kingsoft Digital Office " helps customers enter the efficient and secure digital office world.

·Multi-screen operation, cross-system compatibility

WPS Office is the company's core product, with relative products' monthly active devices MAD being more than 544 million, mainly including WPS Office desktop version and WPS Office mobile version, which can be compatible with Windows, Linux, macOS, Android, iOS , HarmonyOS and many other mainstream operating platforms. WPS Office has a wealth of features to provide stable and convenient office support for the majority of users and meet the office needs of all users while highly compatible with mainstream office software in other countries. At the same time, the company provides fast, convenient and efficient online and offline services and technical support for WPS Office users and brings reliable and effective using guarantees to users.

·Upload office documents to the cloud to achieve one-stop all-platform services

Kingsoft Office has proposed a cloud office strategy and infiltrated multiple office scenarios from cloud storage since 2018. The synchronization of cloud documents enables documents to achieve cross-device capabilities, and users gradually strengthen their stickiness when using WPS cloud services. The number of files uploaded to the cloud by individuals and institutions users through public cloud services has increased from 17.5 billion in 2018 to 130 billion by the end of 2021.

·Cultivate content services and liberate users from document formats

Docer is a platform brand under Kingsoft Office that focuses on content services in the office field, with a large number of high-quality original Office material templates and content resources such as office libraries, workplace courses, H5, mind maps and so on. Relying on the WPS Office software, Docer helps users improve office efficiency by helping customers with building advanced office files quickly and efficiently. As a one-stop multi-functional office content service platform, Docer has more than 100 partners and 4,000 signed content creators. The platform includes 5 major template libraries, 10 major material libraries, tens of millions of library resources, and 60+ AI application services. The number of content resources has exceeded 100 million, and the total annual content download exceeds 700 million times.

·Intelligent AI-driven to provide users with a smarter office experience

Kingsoft's office AI team focuses on computer vision and natural language processing related algorithm research, continues to explore the development direction of new generation information technologies such as artificial intelligence, and follows the principle of prudence and robustness to deeply evaluate its potential impact and reliability. Kingsoft's office AI team enhances AI capabilities around the office field and creates a series of products and services based on AI technology. Kingsoft's self-developed OCR and machine translation technologies have reached the leading level in China, and actively collect user feedback for continuous optimization. Kingsoft has enabled continuous growth in user satisfaction and revenue based on the AI technology, including document translation, PDF conversion, and slide beautification.

·Strengthen collaborative office and create an integrated office space from the cloud

Kingsoft Office always takes the needs of users as the fundamental starting point, continuously increases investment in scientific and technological research and development to produce various internationally competitive products and services including more powerful value-added functions and high-quality document resources. Kingsoft Office is committed to building a global full-platform office cloud service system, continuously innovating around data application scenarios to explore user needs, expanding the boundaries of capabilities on the basis of traditional WPS Office products, and building a richer collaborative office product matrix to provide more simple and convenient tools and services for office data circulation.

In December 2021, we launched "Kingsoft Digital Office Platform" and released three new products including Kingsoft Collaboration, Light Dimension meter and Kingsoft Knowledge Base. "Kingsoft Digital Office Platform" provides users with a one-stop office platform to integrate WPS and Kingsoft Documents and build a document and a collaboration mid-ends. These platforms cover all aspects of government affairs and enterprise office needs, and provide a large number of enterprises with strong enterprise office document collaboration capabilities.

Kingsoft® Digital Office Plattorm

Kingsoft Office integrates its office products and underlying opening capacities to provide customers with an all-in-one digital office platform featuring openness, empowerment, security, and controllability.

One Office Product Portfolio

Creation & Management

Writer	Presentation	Spreadsheet	PDF	Writer Lite
Flowchart	Mind Map	WPS Cloud	WPS Docs	Know-how

Collaboration

Kingsoft Teams	Kinasoft Meeting	Kingsoft Calendar	Kingsoft To Do

Business Empowerment

Kingsoft Form	Lightweight Form	Document Center

Security Management

Admin Console	Document Protector	Commercial Secret Settings	Document Source Tracing

TWO Mid-Ends

Document Mid-End
Unstructured data &'Safe lifecycle management stages

Cloud Document Management **KDocs**	Editing & Preview Online **KwebOffice**	Document Conversion **KConv**	Document Security **KSec**

Collaboration Mid-End
A secure collaborative office platform integrated with documents in business scenarios

Instant Message **KIM**	Form & Flowchart **KForm**	Audio & Video Conferencing **KMeet**	To Do List **KCal**	Push Notification **KPush**

Three Empowerment Scenarios

All Platforms	Module Combinations	Capacity Embedding

Four Delivery Modes

Public Cloud	Hybrid Cloud	Private Cloud	ITAI Environment

ITAI: Information Technology Application Innovation

Milestones

1989	Mr. Qiu Bojun launched WPS 1.0 as one of founders of Kingsoft
2001	Successfully obtained the first government procurement order
2005	WPS Office rewrote the code which allowed it fully compatible with MS Office, and WPS Office Personal Edition was announced being free of cost
2007	WPS entered the Japanese market and started internationalization
2011	WPS Office Mobile Version was released
2012	WPS passed the standard of "Important projects of core electronic devices,high–end general chips and basil software fields"
2015	WPS+ One–Stop Cloud Office was released
2017	WPS Office PC and mobile users attained more than 100 million monthly active users WPS Office in Thai was released at Bangkok
2018	"Cloud AI – Future Office Conference" was held and the new WPS Office version 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 as 688111
2020	Kingsoft Office Software became the official collaborative office software supplier for the Beijing 2022 Winter Olympics and Winter Paralympics Kingsoft Documents became the official and exclusive office software supplier for the 31st Universiade Kingsoft Office officially released its "Mission, Vision and Values" WPS Office was included in National Computer Rank Examination WPS "CHAO" office conference was held, during which the new company product strategy "Collaboration" was released
2021	Kingsoft Office served the informatization platform of the National People's Congress, helping the deputies of the National People's Congress to realize their first "Mobile online performance of duties" Kingsoft Office supported the Olympic events as the Official collavorative office software provider of Beijing 2022 winter Olympic Games and Winter Paralympice as well as the official collaborative office software provider of the Chinese sports delegation for the Tokyo 2020 Olympic Games Kingsoft released the first official biography "Endless Life" Kingsoft Office and Kingsoft Group donated a total of 10 million yuan and materials urgently needed in the disaster area to support the reconstruction after heavy rain in Zhengzhou, Henan and other places. Kingsoft Documents provided online rainstorm registration template to help with collaborative rescue Kingsoft Office announced brand renewal, released a new brand logo, and launches a new slogan: *The Blooming Power of Wisdom* WPS announced brandupgrading and launched a new slogan: *Creating New Possibilities* Kingsoft Office held the 2021 Kingsoft Digital Office Conference and released the enterprise–level product "Kingsoft Digital Office Platform"

Review in 2021

Awards and Honors

May 2021	WPS was listed in the annual "China Brand Day Electronic Information Industry Domestic Product New Product Promotion Catalog"
June 2021	"WPS+ Remote Office Solution" won the Ministry of Industry and Information Technology's 2021 New Information Consumption Demonstration Project
July 2021	Kingsoft Office was awarded "2021 Most Valuable SSE STAR Market Listed Company", "2021 SSE STAR Market Hard Technology Leading Enterprise", "Golden Bull SSE STAR Company of the Year"
October 2021	Kingsoft Office won the "Huawei Smart Office Ecosystem Best Collaboration Product Award", "Huawei Smart Office Ecosystem Best HarmonyOS Ecological Cooperation Award", and the 2021 "HarmonyOS Application Service Ecological Partner Certification"
November 2021	Kingsoft Office ranked No.10 in the world in the "2021 Fortune's FUTUER 50 List" for the first time
December 2021	Kingsoft Office was selected as "Wuhan Specialized Specialized New 'Little Giant' Enterprise Service Organization"
December 2021	Kingsoft Documents won the "Efficient Online Document of the Year 2021" by The Beijing News
December 2021	Kingsoft Office was awarded the "2021 Annual Innovative Enterprise" by China Business News
December 2021	Kingsoft Office won the "Most Valuable Technical Team" in InfoQ2021

2021 ESG highlights

·Environmental Performance

·Our office buildings in Beijing were certified with the Leadership in Energy and Environmental Design(LEED) V4 Standard Level and Platinum Level

·"Kingsoft Digital Office Platform" was released, which extends our green low carbon product matrix thus we can better help customers achieve digital transformation

·The total display volume of documents or posters on environmental protection, public welfare and epidemic prevention from Docer exceeds 243 million, and the number of downloads exceed 8 million

·We launched the "Signature Solitaire Planting Haloxylon Ammodendron" campaign and we donated 10,000 haloxylon ammodendron to the Beijing Entrepreneurs Environmental Protection Foundation (SEE Foundation) to help fight with desertification in the Alxa region

·Social Performance

·We organized external defending drills to discover and resolve 300+ system flaws

·We established 5 major R&D centers as well as 12 major service centers across the country, and authorized hundreds of service provider partners, so that we can respond to customer questions within 24 hours and arrive at the customer site within 48 hours

·We introduced the EAP (Employee Assistance Program), and provided a total of 24 offline on–site consultations, 8 topic lectures, and psychological consulting services for 232 people

·We provided employees with 1,195 external courses and 2,492 e–book resources through the establishment of an online learning platform; we also conducted 280 online and offline training sessions with a total of 1,575.3 hours of lessons and a total of 10,958 participants

·We launched "2021 Information Technology Application Innovation Industry Competition", which attracted more than 1,400 developers to participate

·We held the "2021 Kingsoft Office First Innovation Competition" which had a total of 502 employees participated and 825 innovative ideas were released. At the same time, a total of 558 ideas shared and this activity got 5,744 likes

·After the rainstorm disaster in Henan, Kingsoft Office donated 3 million yuan and various urgently needed supplies to the disaster areas for post–disaster reconstruction

·Economic Performance

·Kingsoft Office ranked No.10 in the world in the "2021 Fortune's FUTURE 50 List" for the first time

·R&D personnel reached 2,811 accounting for 66.94% of the company's total number of employees; R&D investment totaled 1,082 million yuan and R&D investment accounted for 32.98% of operating income

·We joined external business ethics–related industry organizations such as "Anti–Fraud Alliance","Trust and Integrity Enterprise Alliance"

Corporate Governance

In strict accordance with *the Company Law of the People's Republic of China, Securities Law of the People's Republic of China, the Securities Law of the People's Republic of China, the Rules for the Listing of Stocks on the Science and Technology Innovation Board of the Shanghai Stock Exchange,* etc., Kingsoft Office formulates *the Articles of Association of the Company* and the internal control system, corporate governance structure. Kingsoft Office continuously improves the level of corporate governance and operation and regards legal compliance as the foundation of corporate governance to form a corporate governance mechanism with clear responsibilities and rights, scientific and efficient. The company's shareholders meeting, Board of Directors and Board of Supervisors operate legally, and the division of labor of various functional departments is clear and effectively cooperated. The Board of Directors is the highest decision–making body which has four board committees under it, including the Strategy Committee, the Audit Committee, the Nomination Committee and the Remuneration and Appraisal Committee. The Board of Directors and the committees provide a strong guarantee in standardizing corporate governance, strengthening daily operation and management and decision–making on major matters. The company has perfect internal control management system and standardized enterprise operation . The company regularly checks and solves the problems existing in the internal control system to promote a long–term mechanism for internal control evaluation actively. In 2021, Kingsoft Office held 10 board meetings with all board members attended. The board meeting reviewed, decided and approved the company's operation and development issues.

The Board of Directors

The Board of Directors, as a permanent body for the company's business decisions, is responsible to the General Meeting of Shareholders. In accordance with *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 many aspects, including the assessment and selection of the company's senior management personnel, the company's major production and operation plans, investment plans, main management systems, and related party transactions. Independent Directors have played an active role in improving the corporate governance structure and protecting the interests of minority shareholders. Kingsoft Office attaches great importance to the diversity of the board of directors. Board member appointments should ensure that candidates have the skills, experience and diverse perspectives needed to meet the company's development. The Nomination Committee considers a variety of factors in nominating candidates, including but not limited to gender, age, cultural and educational background, professional experience, skills and tenure. They periodically review and monitor the implementation of diversity on the Board.

The organizational structure of the Board
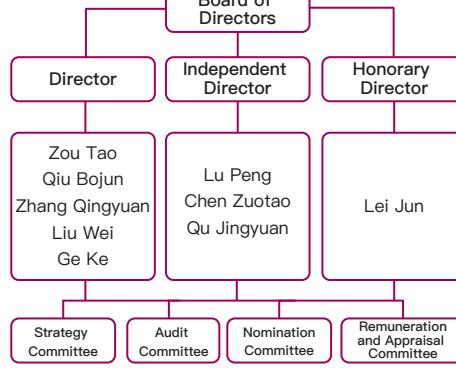
Information on the Board member

In 2021, Kingsoft has a total of 9 board members, including 3 Independent Directors and 1 Honorary Director. The distribution of the Director members is shown in the figure below.

Gender of the Board
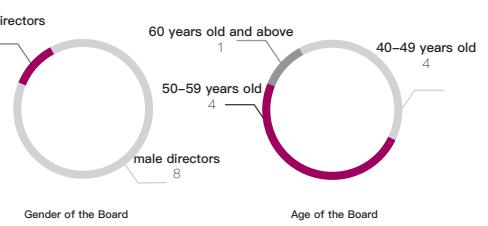
Age of the Board

The professional committee of the Board of Directors

Member of the Board	Position			
	Strategy Committee	Audit Committee	Nomination Committee	Remuneration and Appraisal Committee
Zou Tao	✔		✔	✔
Lei Jun	✔			
Qiu Bojun				
Ge Ke				
Zhang Qingyuan	✔		✔	✔
Liu Wei		✔		
Lu Peng	✔	✔	✔	✔
Chen Zuotao		✔	✔	✔
Qu Jingyuan	✔	✔	✔	✔

Business ethics

Kingsoft Office attaches great importance to business ethics, and strictly abides by laws and regulations. Kingsoft Office implements compliance management into business activities processes, to actively create a harmonious and orderly operating environment and a moral working atmosphere.

Institutional and management structure

We strictly abide by *Anti-Monopoly Law of the People's Republic of China, Law of the People's Republic of China for Countering Unfair Competition, the Interim Provisions on Prohibiting Commercial Bribery, the Handbook of Kingsoft Office Employees, the Provisions on the Management of the Red Line of Kingsoft Office,* and other laws and regulations, formulate *the Anti-Fraud System of Kingsoft Office, the Instructions for Honest Government Reporting, the Standards for Accepting Reporting Matters,* and other relevant policy. We improve the business ethics management system including employee professional ethics, anti-corruption and anti-fraud to clarify the professional ethics of employees and stablish moral work style.

Whistleblowing process

We encourage internal and external reporting. We maintain an equal and transparent business order, and create a clean and fair business environment by perfecting reporting channels and improving the reporting process.

We encourage any unit or individual to report and expose any employee suspected of violating the law, regulations, and discipline to the company's discipline inspection committee. We also open a variety of reporting channels such as e-mail, reporting telephone, and face-to-face reporting. We strictly protect the legitimate rights and interests of whistleblowers. We clarify the relevant regulations for the protection of whistleblowers in the *Instructions for Honest Government Reporting* to strictly protect the private information of whistleblowers and severely punish retaliation against whistleblowers. After receiving the reported case, the disciplinary inspection committee will organize the relevant depart- ments to carry out an investigation at the first time. The disciplinary inspection committee communi- cates with the personnel involved to confirm, so that "Cases must be investigated, investigations must be authentic" after obtaining conclusive evidence.

We urge employees to abide by *the Kingsoft office redline management regulations.* We seriously investigate and deal with violations of employees' professional ethics and terminate labor contracts for serious cases. For employees who cause losses to the company, the company will pursue the corresponding legal responsibilities from the responsible person.

·Report Email： jubao@wps.cn

·Report Hotline： 010-62927777-5999

·Email：jw@kingsoft.com

Supplier integrity

We attach great importance to supplier integrity to strengthen the awareness of compliance management and honest practice. We formulated the *Kingsoft Office Procurement Management System for Large Quantities*, which sets out the conditions for screening suppliers and refuses to cooperate with suppliers who have problems in business records. We also signed the Integrity Agreement with our suppliers, which clearly stipulates the integrity obligations and responsi‐bilities of both parties and protects the legitimate rights and interests of both parties.

Employee ethics training

We regularly carry out professional ethics training for employees, including professional ethics training for new employees, regular professional ethics training and assessment for existing employees, and explain to employees the requirements of laws, regulations and company compliance to enhance the professional ethics awareness of employees . In addition, we signed the *Employee Integrity Commitment Letter* with employees to clearly convey the relevant requirements of the company to employees and build a trustful workplace in Kingsoft Office.

Industry cosupervision

We actively join external business ethics‐related industry organizations to strengthen external supervision and build a good business ethics culture in a way of innovative cooperation and win‐win sharing. We have joined the Enterprise Internal Control Association and the " Trust and Integrity Enterprise Alliance " Internet enterprise anti‐corruption and compliance service platform, become one of the members of the "Anti‐Fraud Alliance". We held an seminar on integrity and compiance in the internet industry with industry partners to discuss the existing various illegal and irregular paths, and clarify the key violations of laws and regulations. In the future, we will continue to work with our partners to promote the development of a culture of integrity and compliance in the industry.

Kingsoft Office and "Trust and Integrity Enterprise Alliance" Hold a Seminar on Integrity and Compliance in the Internet Industry

Our ESG Management

ESG management

We have established an ESG management structure consisting of the Board of Directors and the relevant ESG functions. The Board is responsible for coordinating the Company's overall ESG governance matters, making decisions and reviewing ESG strategies and performance. The relevant functional departments of ESG are responsible for carrying out ESG–related management work in accordance with the ESG strategy at the executive level.

ESG concept

We give full play to the excellent quality and technical advantages of products and services in the four aspects, including our product, our staff, our homeland our responsibility. We integrate the ESG concept into the daily operation and management of enterprises and become a global leader in office services.

we actively respond to the Sustainable Development Goals proposed by the United Nations combining with our ESG philosophy. We identify the priorities of the Sustainable Development Goals and practice the corporate sustainable development path.

Our Product: Provide Exceptional Experiences

Keeping up with the developing trend of mobile Internet business, we have been deeply involved in the field of office software for more than 30 years with the help of localization advantages. As a leading office software and service provider in China, we adhere to the customer–oriented service concept to carry out analysis and research on customers' software and service application scenarios. We understand customer needs accurately, and help customers to improve office productivity.

Our Homeland: Guard the Lucid Water and Lush Mountains

As a socially responsible enterprise, Kingsoft Office always adheres to the concept of sustainable development. We integrate low–carbon concept, energy saving, emission reduction and responses for climate change into corporate operations as well as providing products and services. As we actively respond to the national call for " carbon dioxide peaking and carbon neutrality ", we focus on collaborative office and paperless office, creating a smart office ecology. We use technology to empower enterprises with low–carbon digital transformation to achieve energy saving, emission reduction as well as cost reduction and

Our Staff: Gather People with Great Ambitious

Kingsoft Office attaches great importance to talent team building. Therefore, we establish a complete salary and welfare system. We provide a good promotion platform for employees, and build a talent training system. We also attach great importance to caring for the physical and mental health of employees, and actively implement occupational health management. By striving to improve the happiness of employees, we aim at carry out a variety of employee activities to build a team full of passion, vitality, equality and diversity.

Our Responsibility: Empower a Better Life

We are deeply aware of the social responsibility that enterprises should bear while developing our own business. We give full play to the excellent quality of our products, services and technical advantages in order to empower new ways of office and provide efficient office solutions in various usage scenarios. Besides we act actively to give back to society by serving international events, promoting smart education in universities, and facilitation industry innovation.

Stakeholder engagement

We have identified key stakeholders that interact with our operations and their main opinions and expectations combining with our business model and internal and external communications. The details are shown in the table below.

Key stakeholders	Key opinions and expectations	Main communication and response methods
Government and regulatory institutions	Comply with laws and regulations Ensure product safety and reliability Drive technological progress Serve the national economy and people's livelihood	Inspection reception Annual report Company website
Investors	Maintain good business performance Compliance operation Information disclosure	Shareholders' meeting Company Announcement Theme report Visiting reception
Clients	Provide high-quality products and services Ensure information security and customer privacy Meet the diverse needs of customers	Customer daily communication Customer satisfaction survey Customer complaint management and feedback
Public	Provide safe and reliable products Improve operational transparency	Annual report Company website
Employee	Safeguard the rights and interests of employees Safeguard occupational health Focus on training and development Build sound development channel Work life balance	Staff conference Employee Advice Platform Face-to-face communication Employee training
Suppliers and partners	Open, fair and just Procurement Keep with the contract Mutual benefit and win-win	Sign the contract according to the law Open tender Face-to-face communication
Community	Participation in community development Support public welfare Protect environment	Participation in community activities Non-profit organization visiting reception

Materiality analysis

We determine the materiality of each issue and identify the material issues of concern to stakeholders on the basis of full communication between stakeholders. The specifics are as follows:

Issue screening process

Source of material issues

- Peer benchmarking research
- Major international ESG reporting standards
- Employee opinions
- Management recommendations
- Advices from internal and external experts
- Media

Criteria

- Corporate values and strategies
- Relevant laws and regulations
- Stakeholder opinions and expectations
- Peer best practices
- Management recommendations

The analysis of the main and material issues we identified is shown in the figure below.
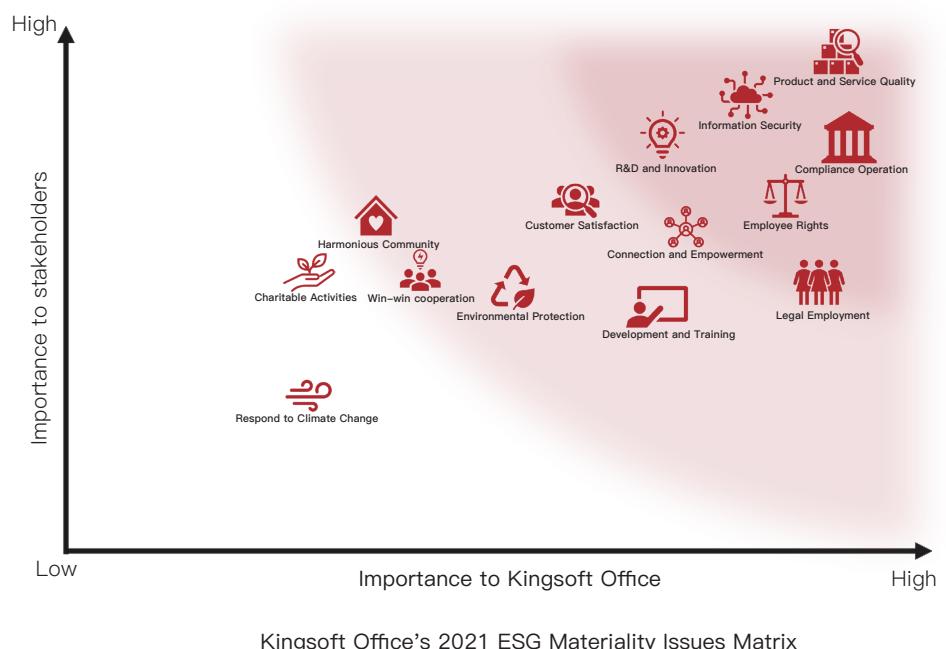
Kingsoft Office's 2021 ESG Materiality Issues Matrix

Our Product: Provide Exceptional Experiences

Keeping up with the developing trend of mobile Internet business, we have been deeply involved in the field of office software for more than 30 years with the help of localization advantages. As a leading office software and service provider in China, we adhere to the customer–oriented service concept to carry out analysis and research on customers' software and service application scenarios. We understand customer needs accurately, and help customers to improve office productivity.

Support SDGs
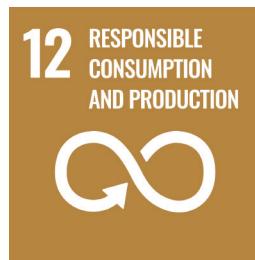
- R&D drives development
- Security casts trust
- Service builds brand

R&D drives development

Kingsoft Office actively implements the corporate value of "Continuous innovation". We make most of our professional experience and research advantages of self–independent innovation in the field of office software, and achieve a number of key technologies such as cross–platform product, collabora–tion, and mobility, forming a virtuous cycle mechanism of "Customer drives R&D while products serves customers".

·Encourage innovation

Kingsoft Office adheres to technology–spawned principle and self–independent innovation, while encouraging innovation culture and strengthening innovation team, boosting R&D model innovation and switching to demand orientation, thus creating a new sample of Chinese technology brands.

For innovating R&D team, our company continues to hire emerging technical experts and outstanding scientific researchers to join the R&D team. We fully study information system technology and future technology development trends, aiming at providing comprehensive solutions of office cloud services and security collaboration for different industry needs as well as developing products that meet the needs of customers from various industries. The company invites industry experts from time to time to conduct professional training on patent mining and knowledge expansion for employees every year, and build a team of experts with skilled business, active innovation spirits and practical spirit. As of the end of the reporting period, the total number of R&D personnel has reached 2,811, obtaining an increase of 49.68% over the same period last year, accounting for 66.94% of the company's total number of employees.

Total R&D personnel are
2,811

Year–on–year increase is
49.68%

The percentage of R&D personnel accounted for the total number of people in the company is
66.94%

Parcticipated employees are

502

Innovative ideas reaches

825

For innovating R&D model, the company closely combines the interactive R&D model and the matrix project R&D management model with the general modular R&D model. While guided by the needs of end users and downstream partners, departments communicate synchronously to achieve fast and effective iterative research and development to jointly improve user experience.

For innovating demand–oriented incentives, the company has gradually formed a virtuous cycle mechanism of "Customer drives R&D while product oriented to user needs" from the original "Product drives R&D while product serves customer" mechanism. We actively respond to customer needs and focus on improving user experience.

Besides, in order to carry forward the corporate ethos of "Continuous learning and innovation", we held the "2021 Kingsoft Office First Innovation Competition" to stimulate team innovation and enhance teamwork, which covered the company's management–tier staff and front–line employees. A total of 502 employees participated in the event and 825 innovative ideas were released, with a total of 558 ideas shared and 5,744 likes.

Kingsoft Office First Innovation Competition

R&D investment totaled

1,082 million yuan

Reaching an increase of

52.15%

R&D investment accounted for

32.98%

· R&D investment

Kingsoft Office has accumulated rich experience in office software development and service with the solid technical foundation established by the company in the field of office software for many years. The key technologies of the company's core products are all independently self–developed. We attach great importance to the management of invention patents.

The company continues to increase R&D investment to fully support the company's strategic R&D projects. During the reporting period, R&D investment totaled 1,082 million yuan, reaching an increase of 52.15% over the same period last year, and R&D investment accounted for 32.98% of operating income.

Newly authorized invention patents are

50

Total accumulated patents are

279

Newly authorized software copyrights are

55

Total accumulated software copyrights are

416

· Intellectual property

The main products and services of Kingsoft Office are all independently self–developed and the company owns independent intellectual property rights of core technologies.

In the fiscal year of 2021, Kingsoft Office continued to innovate in the fields of WPS client side, cloud office products, or Kingsoft Documents, collaborative office services, etc. During the reporting period, the company newly achieved 50 invention patents, reaching a total of 279 invention patent; newly achieved 55 software copyrights , reaching a total of 416 software copyrights.

Security casts trust

Kingsoft Office lives up to the trust of its users and is committed to creating a secure corporate network environment. We build a scientific network security management structure and a solid network security system to protect data security and information security.

Kingsoft Office has built a top–down network security and information security organizational structure. The Security Committee is responsible for deciding on major network and information security risk, and supervises and manages the effective implementation of the company's related security work. The Security Center is responsible for issuing network security and information security management specifications, coordinating related work conduction of business departments and improving employees' security awareness as well as organizing and arranging internal and external information security audits. The security engineers of the security working group are responsible for implementing the specific work of network security and information security, and regularly report working progress to the security center.

The Security Committee
Be responsible for deciding on major network and information security risk, and supervises and manages the effective implementation of the company's related security work

The Security Center
Be responsible for issuing network security and information security management specifications, coordinating the development of related work of business departments, improving employees' security awareness as well as organizing and arranging internal and external audits of information security

The Security Task Force
Be responsible for implementing the specific work of network security and information security, and regularly report working progress to the security center.

·Cyber security

Kingsoft Office strictly abides by relevant national laws and regulations such as the *Cybersecurity Law of the People's Republic of China, Data Security Law of the People's Republic of China, Personal Information Protection Law of the People's Republic of China, The Regulation on Internet Information Services of the People's Republic of China*. We formulate rules and regulations such as *Security Management Code, Kingsoft Office Security Red Line, Supplier Security Red Line, Emergency Plan Management Code*. These rules and regulations cover aspects as cyberspace security, product security, supplier security, security redline prevented behaviors and others, to comprehensively guard network security system.

·Improve the network security system

We continuously improve the network security system to protect the network security of the company's products and service platforms. We analyze and evaluate potential risk factors, identifying network security risks that may be involved in the business. Besides, we continuously improve risk monitoring capabilities to formulate risk prevention plans and systematically manage and control network security risks.

Risk Identification

Comprehensively identifyed potential network security risks inside and outside the enterprise.
Collect and analyze network security data,
Carry out hardware and software self–inspec–tion work
Hold seminars involving industry experts inside and outside the company

Risk Monitoring

Independently develop a comprehensive security management platform
Carry out periodic security vulnerability scanning
Monitor external attacks and trace abnormal behaviors.

Risk Assessment

Formulate the Information Assets and Privacy Risk Assessment Form,
Form an information asset risk level report based on asset characteristics such as asset value, asset confidentiality and integrity.
Urge responsible departments having higher risk levels to carry out relevant rectification.

Risk Prevention

Formulated strict product safety life cycle management specifications to prevent and reduce product safety risks.
·Compliance security red line tests and internal and external penetration tests
·Internal and external security attack and defense drills
·Kingsoft Office Security Emergency Response Center Platform
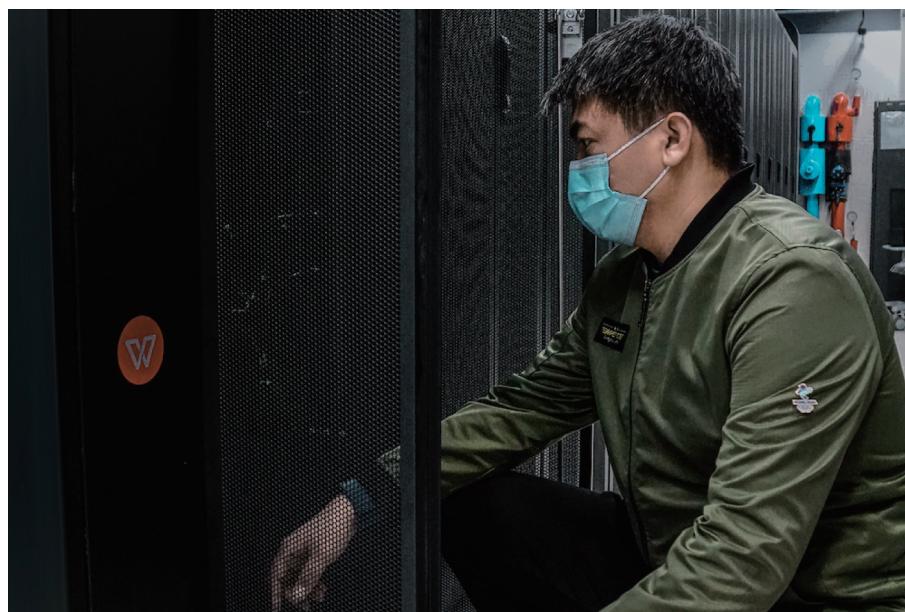
·Conduct the cybersecurity audit

The company employs an external third party to conduct cybersecurity audits every year, including internal security audits and security reviews, to systematically inspect and evaluate the operation of the cybersecurity management system. In addition, we conduct security audits and comprehensively monitor the company's information security by building an internal centralized management platform and forming closed–loop management.

·Enhance cybersecurity education

We attach great importance to every Kingsoft Office employee's cyber security awareness and improve the security skills to deal with work scenarios of employees in different positions. We arrange security awareness training and assessment for new employees to cultivate their cyber security awareness. In addition, we regularly carry out security awareness training and network security assessment which covering all employees, to comprehensively improve employees' network security literacy. At the same time, we provide special training on network security such as security coding to improve security development ability for the employees belonging to company's R&D department.

·Privacy protection and data security

Kingsoft Office always puts user rights and interests at first position, and adheres to the principle of protecting user privacy and data security. We have formulated the *Basic Guidelines for R&D Security and Privacy Protection Principles, Information Security and Privacy Management Manual, Personal Information Security Management Procedures, Personal Customer Information Leakage Emergency Response Plan* and other system specifications, fully respecting users' right to know, choose and control their personal privacy information.

·Disclose privacy policy

We inform users of relevant information collection, information use, information sharing, information transfer and other methods from the privacy protection policy published on the official website, and disclose the technical protection measures and safe storage methods of user data. After getting users' full consent, the related–party can take advantage of user information in a reasonable and transparent way, so that users can truly feel that the information is protected, and their wishes are respected. At the same time, we have designed concise pages and clear functional options on each product side, giving users the relevant permissions to manage private information, including viewing, copying, correcting, supplementing, and deleting personal information. Users can also deliver their complaints to our personal information protection team and the staff in charge in a timely manner through the contact information published on the official website and report any potential security risks that may infringe on personal information rights.

·Establish data security system

We have established a full–process data security management system. For data collection, we follow the principle of minimum necessity and strictly collect users' data following the relevant provisions in the privacy agreement. For data transmission, we encrypt the data transmission channel. For data storage, we strictly implement access control, and those sensitive data needs to be desensitized or encrypted before it can be stored on disk. For data deletion, when the cooperation with the user expires or the user requests to remove the personal information, we will delete the user's personal information or anonymize it accordingly.

·Response to privacy breaches

In response to user privacy leakage incidents, we have formulated the *Personal Privacy Leakage Accident Plan*, and actively organized privacy leakage security drills, internal and external security attack and defense drills, and system attack and defense tests. In 2021, we have conducted 5 internal security attack and defense drills and 1 external security attack and defense drill to comprehensively and objectively discover system security management deficiencies. We urge relevant security rectifications and promptly eliminate security risks to provide comprehensive protection of user privacy data.

In addition, we attach great importance to developing employees' data and privacy security awareness. In 2021, Kingsoft Office has carried out privacy and security red line preaching activities in Beijing, Wuhan, Guangzhou and Zhuhai to prevent privacy leaks.

Privacy and Security Red Line Preaching Activities

·Effectiveness of safety management

We continue to improve the internal security management system. The WPS cloud file, WPS account system, Kingsoft iCIBA search system PC terminal and Kingsoft iCIBA search app system have all obtained the filing and certification of the third–level Graded Protection of Information Security from the Ministry of Public Security. In addition, we also possess external network security–related awards such as ISO27001 Information Security Management System Certification, ISO27701 Privacy Information Management System Certification, Electronic Information Expo Innovation Award, and Huawei Smart Office Ecosystem Best Product Cooperation Award.

Certification of the Graded Protection of Information Security from the Ministry of Public Security

Obtain ISO27001 and ISO27701 management system certification

Drills to discover and resolve system flaws by external security attacks are

300+

Service builds brand

Kingsoft Office continues to promote customer service upgrades with the mission of "Providing customers with services experience beyond expectations" and the service tenet of "Providing valuable services for customers".

We strictly abide by *the Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers* and other laws and regulations, revising the *WPS Customer Service Department Complaint Replying Procedure Specification*. We continuously strengthen product quality monitoring to solve customer problems quickly and efficiently, and comprehensively improve customer satisfaction.

·Build first–class customer service team

We attach great importance to customer complaints and strive to build a superb customer service team. In 2021, we revised the *WPS Customer Service Department Complaint Replying Procedure Specification* to further standardize the division channel of media complaints, network complaints and merchant platform complaint channels, such as 400 hotline, microblog and Black Cat platform, for better working on the customer feedback channels. We also increase the priority division of complaint business content, and cooperate with different customer service groups to realize cross–regional customer management. At present, the company has a professional customer service team of more than 100 person, which is responsible for dealing with customer problems and complaints, then providing feedback about customer needs to the product team for better supporting product development and iteration. In 2021, we received 421 product complaints and the customer satisfaction rate is 96.1%.

We further improve the training system for customer service team by increasing the training frequency, expanding the training dimension of the training content. Our training courses include product knowledge training, service etiquette and complaint handling skills, data recording specification and data analysis. After finishing the training, we carry out full investigation on the training effect, to constantly optimize training courses and build a superb customer service team.In 2021, with professional customer service, Kingsoft Office won external awards such *as Excellent Solution Provider* and so on.

Professional customer service team reaches
100+person

Customer satisfaction
96.1%

Customer Service Training

1 **Product complaints:**Complaints against Kingsoft Office include discontent over the products, technology and service quality, and requests for solutions or claims.

2 **Customer satisfaction rate:** "Customer satisfaction" indicator system includes "Service items" related to customer Service and "Nonservice items" related to product quality.

·Improve customer service quality continuously

In the aspects of government and enterprise business, our company continues to enhance its development and service capabilities for leading customers such as the government and large and medium-sized enterprises, and further promotes customer diversification. The company formally established the government and enterprise customer service team in 2010, and so far the team has reached about 200 people. Each team member has professional office software application knowledge, and some members are also occupied product secondary development capabilities, project management capabilities, and office consulting capabilities. Our strong and professional team can provide solid support and guaranteed service for customers from product integration level, customer demand management level, and office plan level. Besides, it also better help respond to customer company's products need as well as government and enterprise customers' office needs.

Our company has always adhered to the service concept of "Putting Customer First", and accumulated a lot of customer service experience in long-term technical services. We also established a nationwide guaranteed service system to respond to customer needs timely through localized service methods , and we cooperate with ecological partners to provide customers with complete office solution. In the field of information technology innovation, Kingsoft Office has obtained product adaptation with more than 300 domestic office ecological partners, and closely cooperated with manufacturer such as Loongson, Phytium, Kunpeng, Chinauos, Kirin, Greatwall etc. Besides, the product adaptation includes various aspects such as collaborative office, typing, email, voice recognition, and our product can also be complied with devices like Digital Plate and Tablet PC etc, forming comprehensive service solution. Kingsoft Office has thus become one of the leading enterprises with the most technical strength and brand effect in the field of information technology innovation in China, leading the industry with high-quality service capabilities, wide service scope and great service depth. In 2021, we provide 1,214 training sessions for customers. We also have established 5 major R&D centers as well as 12 major service centers across the country, and authorized hundreds of service provider partners, so that we can respond to customer questions within 24 hours and arrive at the customer site within 48 hours.

In the aspects of personal user business, Kingsoft Office promotes product positioning transformation from "Tools to Services" and user loyalty thus gradually increases. We finely integrate functions and templates to improve product experience, then to solve user pain points and meet user needs by taking advantage of technology. Besides, in order to guide users to quickly understand the usage of products, we set up WPS Online Academy based on various product application, so that users' usage problems in different application scenarios can be better solved. In 2021, Kingsoft Office's online classrooms and live-streaming courses greatly soared. We also set up pre-test public lessons for National Computer Level 2 Examination, with a total of 12,024 people participating in the live-streaming, and the WPS Learning website achieved about 500,000 video views.

Government-enterprise reaches
200person

Client trainings
1,214

R&D Centers
5

Service Centers
12

Respond to issues within
24hours

Arrive at customers' site within
48hours

Lessons for National Computer Level 2 Examination people participated in live sessions
12,024

WPS Academy Website video clicks
500,000

Our Staff: Gather People with Great Ambitions

Kingsoft Office attaches great importance to talent team building. Therefore, we establish a complete salary and welfare system. We provide a good promotion platform for employees, and build a talent training system. We also attach great importance to caring for the physical and mental health of employees, and actively implement occupational health management. By striving to improve the happiness of employees, we aim at carry out a variety of employee activities to build a team full of passion, vitality, equality and diversity.

Support SDGs
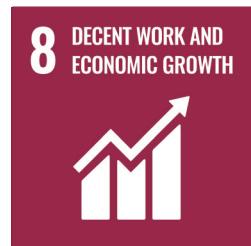
- Protect employees' rights and interests
- Assist with employees' growth
- Deliver care to employees

Protect employees' rights and interests

Kingsoft Office strictly abides by the *Labor Law of the People's Republic of China, Labor Contract Law of the People's Republic of China, Presidential Decree of the People's Republic of China, Law of the People's Republic of China on the Protection of Rights and Interests of Women, Special Rules on the Labor Protection of Female Employees* and other relevant laws and regulations to protect the legitimate rights and interests of employees.

· Employee recruitment

We regard talents as the dynamic of the company's sustainable development and are committed to creating a "Continuous learning, forever young" Kingsoft office talent team. We establish a compre–hensive recruitment system, and open diversified recruitment channels, to comprehensively enhance recruitment experience. We always follow the principle of fair competition and selection when hiring employees and always practice the principles of equality, voluntariness, consensus, honesty and trustworthiness while signing labor contracts with employees. We respect and safeguard the rights and interests of employees and provide employees with holidays in law. We will not treat employees differently due to differences in ethnicity, race, age, gender, marital status and religious beliefs, etc. We eradicate any illegal acts or discrimination in employment.

·Comprehensively promote campus recruitment

We carry out spring intern recruitment and autumn campus recruitment, as well as overseas campus recruitment and senior talents campus recruitment, targeting at outstanding interns and fresh graduates from all around the world. We launched the "Golden Eagle Program" for outstanding fresh graduates to select technical elites. In addition, we also provide new employees with senior mentors to help them quickly integrate into the working environment, which allows our talents are to be guided from the whole development process.

·Spring Intern Recruitment Recruit interns who match the needs of the company, and realize talents retention for future autumn recruitment	·Autumn Campus Recruitment Hire outstanding domestic graduates who match the office needs of Kingsoft Office
·Senior Talents Campus Recruitment Regardless of geographical area, select talents who are willing to join the artificial intelligence industry and promote the development of scientific research among outstanding graduate students and postdoctoral fellows	·Overseas Campus recruitment Hire outstanding overseas graduates who match the needs of Kingsoft Office

·Continuously optimize social recruitment

We recruit professionals with rich experience from the whole society and absorb more high–quality talents. To attract more talents into our pool and talent retention, we timely update recruitment needs on company's recruitment website as well as external official recruitment channels such as the Liepin and Boss Zhipin. We also actively use headhunting channels to recruit senior employees.

·Actively innovate online recruitment

To improve the recruitment process experience, our company continuously optimizes the spreading of online recruitment information, and introduces an intelligent recruitment system. Through the online evaluation of resumes, we can deeply investigate the ability and experience of job seekers. We enhance intelligent position matching and try our best to meet the needs of job seekers and departments. We also set up scientifically mock interviews to help job seekers discovering their advantages and improve their imperfections. Through online recruitment modes such as online live broadcasts and online interviews, an efficient and convenient platform is built between enterprises and job seekers.

By the end of the reporting period, the total number of office employees of Kingsoft Office was 4,199, the details of which are shown in the table below.

Employee Composition Overview	Number	BY PROFESSIONAL COMPOSITION	
TOTAL EMPLOYEES	4,199	SALES	594
		OPERATION STAFF	484
BY GENDER		R&D STAFF	2,811
MALE	2,803	FINANCIAL STAFF	67
FAMALE	1,396	ADMINISTRATION STAFF	243
BY REGION		BY EDUCATION LEVEL	
MAINLAND CHINA	4,180	MASTER AND ABOVE	546
OVERSEAS REGIONS (INCLUDING HONG KONG, MACAO AND TAIWAN)	19	UNDERGRADUATE	2,977
		COLLEGE AND BELOW	676

·Occupational health and safety

We attach great importance to the health and safety of employees. We standardize the management of office areas to provide employees with a healthy, safe and comfortable office environment.

We strictly abide by the *Labor Law of the People's Republic of China, Work Safety Law of the People's Republic of China, Code of Occupational Disease Prevention of the People's Republic of China, Fire Prevention Law of the People's Republic of China* and other relevant laws and regulations to actively build a safe and comfortable office space. We organize and strengthen safety inspection at the office area, as well as regularly publicize fire safety knowledge to employees and carry out fire emergency drills. In addition, we carry out weekly "safety management norms and emergency management training" for cleaning and security personnel. During the peak working period, to strictly manage the access of the office building, the office area shall be on duty with two persons to verify the identity of visitors.

·Strengthen the dynamic prevention of pademic

Our company actively carries out the prevention work under the normalization of the epidemic. To confirm the health status of the employees timely, we monitor the body temperature and check the health code of the employees entering the office area. We reduce unnecessary offline meeting, and regularly disinfect common areas as well as ensure daily multiple times ventilation. In addition, in order to improve employees' awareness of epidemic prevention, the company has increased education and campaigns on epidemic prevention and control. Among these sessions, timely pademic trends, pandemic prevention and control knowledge are briefed, and thus employees are better guided to preventing pandemic.

·Pay attention to the physical and mental health of employees

We hold health knowledge lectures, first aid lectures, health Q&A and other activities from time to time. We provide supplementary medical insurance and arrange health examinations for all employees. As for employees' mental health, we provide psychological examinations and issue "Employee Mental Health Status Report" to help them be aware of self status . In addition, in 2021, we introduced the top employee assistance program EAP (Employee Assistance Program), which provides employees with unlimited number of free psychological counseling. During the reporting period, we provided a total of 24 offline on-site consultations, 8 topic lectures, and psychological consulting services for 232 people.

Offline field consultation
24times

Feature talks
8times

Provide psychological counseling to
232person

心灵减压舱

预约方式
1 拨打 400-620-1800，按 2 号键。
2 用户名：WPS + 工号后 5 位，
   密码：身份证号后 6 位。
3 说明自身诉求，请客服预约的专家。
4 预约成功后客服报告知专家给您致
   电的时间。

*(工号不够 5 位的，前面用 0 补够 5 位)

热线使用时间：7*24 小时
假如您还有疑问，欢迎骚扰：
ksocc@wps.cn

此次新型冠状病毒肺炎的疫情，对大家的生活造成影响，也牵动着我们的心。

大家关注着疫情情况，同时心理也受到了这次疫情或大或小的影响：焦虑、抑郁、失眠、担忧和感到未来无望……其中，可能有些同学的生活和工作受到了这些情绪的困扰。

如果你有这方面的困扰，可以拨打金山办公心理热线预约。

Kingsoft Office
Mental Healthcare Chamber

Empower employees' growth

Kingsoft Office has formulated a clear career promotion channel and created a scientific employee incentive system. We continuously optimized the talent training mechanism and actively built a sound environment for the growth of outstanding talents.

·Career path

We continue to build and improve the talent promotion mechanism, by developing a scientific career development system and building dual development channels of management and professional. To better formulate promotion paths for different sequences and improve the position sequence management mode, we divide the positions into five sequences: management sequence, R&D sequence, operation sequence, sales sequence, and other sequence. At the same time, we provide employees with a clear explanation of the career development system by conducting "Offline + online" training mode, thus to help them clarify their career development prospects.

Management development channel	Professional development channel			
Management sequence	R&D sequence	Operating sequence	Sales sequence	Other sequence

Position Sequence
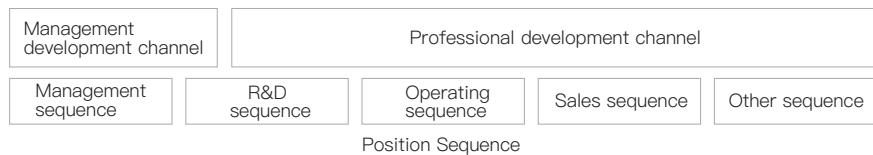
·Employee incentive mechanism

We attach great importance to motivating employees and achieve the common development of talent and organization, through the scientific compensation system and performance evaluation mechanism.

·Build a scientific compensation system

We determine the salary level according to employees' ability and specific position level to establish a scientific and reasonable employee compensation system. We offer a competitive base salary within the industry, with differentiated performance bonuses based on quarterly and annual performance. In addition, we respect employees' feedback on their compensation and encourage employees to communicate with us through various way such as interviews, emails, etc.

·Conduct a comprehensive performance evaluation

Kingsoft Office formulated the *Employee Performance Management Measures* to regularly evaluates employee performance and give feedback about performance evaluation results, which deepens employees' understanding of job responsibilities and motivates employees to improve themselves. To encourage employees to carry out performance communication in stages, our performance manage– ment process includes setting goals at the beginning of the year, conducting performance coaching during the mid–term, and giving performance evaluations at the end of the period etc. At the goal setting stage, we adopt a combination of setting quantitative and qualitative goals, KPIs (Key Performance Indicator) and OKR (Objectives and Key Results) in parallel setting to dismantling organizational goals. By differentiating specific job performance goals, each employee's understand– ing of organizational goals is greatly deepen. In the year–end performance evaluation stage, we adopt the performance evaluation mode of department in charge evaluation, employee self–evaluation, and peer evaluation to comprehensively and objectively reflect the annual performance of employees. We always respect employees' questions about the results of performance appraisals, so that we assign the head of department, HRBP (HR Business Partner) and HR Department to be responsible for resolving employees' questions and complaints.

Granted
236recipients

With
838,300
shares

·Optimize the growth incentive mechanism

Kingsoft Office pays attention to the common growth of employees and the company. We have established a long–term talent incentive mechanism to encourage employees to be spontaneous and achieve the company's long–term development goals. We proposed and passed the *Proposal on the First Grant of Restricted Shares to Incentive Recipients* on June 2nd 2021 and the *Proposal on Granting Partially Reserved Restricted Stocks to Incentive Recipients* on December 28th 2021, which proposes to grant 838,300 restricted shares to 236 incentive recipients. The restricted stock incentive plan is mainly aimed at the company's high–quality scientific and technological talents and senior management talents, covering professional employees, middle–level management staff, senior executives and board members above a certain level. By equity incentives, we have enhanced employees benefits besides existing salaries and benefits.

·Employee training and development

Kingsoft Office promotes the inheritance of corporate culture and pays attention to the polishing of professional capabilities asl well as skills. We focus on the improvement of key abilities of employees in different positions, and are committed to build a learning organization through various training activities in combination with online and offline methods.

·Create a comprehensive training system

We continue to optimize the staff training system and carry out employee training needs research to improve the training program. We establish an internal trainer system and provide pyramid training for employees of different grades, which aims to empower employees to decompose problems from top to bottom and summarize and identify problems from the bottom up. We also integrate targeted training and specific assessment to deepen employee understanding about their learning. Kingsoft office provided employees with 1,195 external courses and 2,492 e–book resources through the establishment of an online learning platform. We also conducted 280 online and offline training sessions with a total of 1,575.3 hours of lessons and a total of 10,958 participants. Our key training programs include "New Employee Training", "New Sales Boot Camp", "Shaping Excellent Manager Training", "Young Leaders Training" and "Dialogues with Architect" projects.

External courses
1,195
Online and offline training
280times

Training System	Training Content
New employee training	Continue to carry out training for new employees targeting at skilled jobseekers and fresh graduates from campus, so that new employees can understand the company and perceive the culture, and thus integrate into the team
Specific training such as "Dialogues with Architect"	Improve the soft skills and technical level of employees through general soft skills training and various technical sharing sessions.
New Sales Boot Camp	Carry out specific training covering more than 110 sales employees to empower sales employees and strengthen specific skills.
Young Leaders Training	Cooperate with external senior training institutions to optimize the training for young cadres. Empower the company's young cadres and reserve young talents with management capabilities and professional skills.
Shaping Excellent Manager Training	Continue to strengthen systematic training for management–level staff, by integrating into the work scenarios of front–line managers and improving their work and leadership skills.
Online Training Platform	Provide with various external learning resources and e–book materials to supplement the existing training courses. Therefore, we can help employees find and improve their imperfections and personal skills.

· Dialogues With Architect

We focus on cutting–edge technology fields. We set up the "Dialogues with Architect" column for staff at technical positions to expand the innovation horizons by inviting the company's architects and senior technical experts through the round table session on ideas sharing.

· New Sales Boot Camp

We attach importance to the capacity building of the customer service team. We carry out the "New Sales Boot Camp" to provide compre–hensive product knowledge and cultural values for the company's new sales employees, helping them quickly understand the company's development history and product and service related knowledge.

· Young Leaders Training

We pay attention to the growth of the young leadership generations. We constantly improve the " Young Leaders Training" to provide a platform for young cadres to fully demonstrate their abilities. We newly add performance tracking and counseling and set up senior executive teaching and sharing sessions. We also review and analyze the results of the training project by investigating and discussing the feedback of the participating employees. Besides, we provide internal rotation opportunities according to staff's learning results and provide innovative project incubation camp opportunities according to different mind innovation.

· Shaping Excellent Manager Training

We continue to carry out "Shaping Excellent Manager Training" based on the daily work scenarios of new managers. And we aim to empower new managers who have just changed from business experts to managers to fast master management skills, and help them achieve role transformation successfully.

Deliver care to employees

Kingsoft Office actively creates a happy workplace and provides diverse daily care for employees to enhance their sense of belonging and approval.

·Employee communication mechanism

We listen carefully to our employees and encourage them to open internal communication. We hold CEO communication meetings to personally describe business objectives and incentive policies to over 200 management–level employees to aid in breaking assisting in decomposing team strategies and goals.

We have set up a employee complaint and feedback mechanism within the company, and employees can give feedback through online or offline complaints. We have set up an employee relations specialist who is responsible for collecting employee feedback and informing the relevant responsible departments for special improvements.

We refer to the Gallup Q12 model test to conduct a survey of organizational dynamism covering all employees. Combined with the results of the survey, we convey the voice of employees to the middle and senior management. In the future, we plan to conduct an annual satisfaction survey covering all employees to fully understand the needs of employees and continuously improve employee happiness.

·Enrich employee benefits

We provide basic social benefits and non–salary benefits and convey the company's care and warmth to all employees. We prepare festive gifts for employees at traditional Chinese festivals such as Lantern Festival, Dragon Boat Festival, and Mid–Autumn Festival. In order to thank female employees for their contributions in the workplace, we have prepared exquisite holiday gift boxes for all female employees of the company on March 8th Goddess Day. As the official co–working software provider for the 2022 Beijing Winter Olympic and Paralympic Winter Games, we distribute winter Olympic cooperation down jackets to our employees. On the occasion of celebrating the 10th anniversary of Kingsoft Office WPS Mobile, we have prepared a limited–edition cultural shirt for employees. Kingsoft Office conveys employee care with various forms of employee welfare and brings employees together with intimate employee welfare and corporate culture.

Gallup Q12 Model:
Refers to the employee behavior test invented by Gallup. Its questions can help team leaders better understand employees' basic needs, employees' performance contributions, employees' team performance, etc., so as to better promote organizational development.

**Dragon Boat Festival Exquisite Gifts/
Mid–Autumn Festival Customized Gift Box**


Exquisite Gifts for Goddess' Day
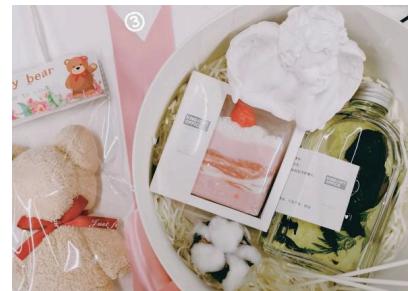
Employee Onboarding Package

We prepare exquisite induction packages for new employees to convey the company's corporate culture to new employees and deliver the company's care on their first day of employment.
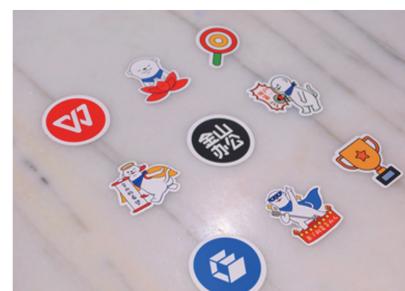
Loving Mom Cottage

We specially opened the "Loving Mom Cottage" for postpartum female employees and arranged special personnel to understand and collect the needs of postpartum female employees promptly jointly improving the construction of "Loving Mom Cottage".
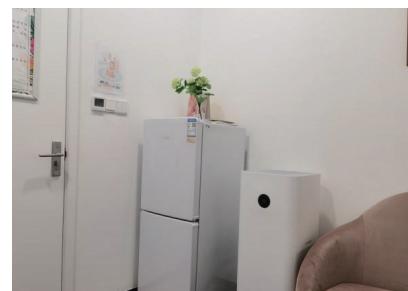
·Colorful employee activities

We actively carry out a variety of employee activities and hold cultural activities with corporate characteristics to enrich the amateur life of employees. We established basketball, skiing, running, and other employee interest clubs.

In order to achieve a balance between employees' life and work, we hold "1024 Programmer's Day", inviting technical experts to share their successful experiences, carrying out fun activities and providing exquisite gifts for employees.

"1024 Programmer's Day" Exquisite Gift

Kingsoft Office encourages sports culture and advocates the active participation of employees and physical fitness, aiming to cultivate an "optimistic and tenacious" workforce. Kingsoft Office has established various sports clubs such as night running clubs, basketball clubs, badminton clubs, football clubs, etc., and regularly organizes competition activities.

Badminton Game

Basketball Scrimmage

Night Running Club

Soccer Game

Our Homeland: Guard the Lucid Water and Lush Mountains

As a socially responsible enterprise, Kingsoft Office always adheres to the concept of sustainable development. We integrate low–carbon concept, energy saving, emission reduction and responses for climate change into corporate operations as well as providing products and services. As we actively respond to the national call for "Carbon dioxide peaking and carbon neutrality", we focus on collaborative office and paperless office, creating a smart office ecology. We use technology to empower enterprises with low–carbon digital transformation to achieve energy saving, emission reduction as well as cost reduction and improved efficiency.

Support SDGs

- Advocate green and low–carbon office

- Promote green and low–carbon products

- Build a green supply chain

Advocate green and low–carbon office

Kingsoft Office advocates a green and environmentally friendly working mode and actively promotes energy saving, emission reduction and rational utilization of resources. We strictly abide by the *Environmental Protection Law of the People's Republic of China, Law of the People's Republic of China on Conserving Energy, Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste* and other laws and regulations, which practice us with promoting a low carbon office.

Kingsoft Office has implemented a number of energy–saving and emission–reduction measures in the office buildings. To reduce energy consumption, we optimize air conditioning systems by using inverter technology and automate energy saving and monitoring processes. In autumn and winter, we try to reduce the use of air conditioners by taking advantage of natural ventilation. In the summer, we reduce the energy consumption of air conditioners by using heat recovery and circulating water refrigeration. In addition, we have improved the management of building systems by adopting intelligent lighting control systems and replacing all lighting equipment with energy–saving lamps. We have also strengthened manual control during non–working hours to reasonably control the lighting in the office area. In 2021, our office buildings in Beijing were certified with the Leadership in Energy and Environmental Design (LEED) V4 Standard Level and Platinum Level.

For water conservation, we post water–saving slogans in all office area and regularly inspect faucets and check valves to avoid equipment drip water.

In 2021, our office build–ings in Beijing were certified with the Leader–ship in Energy and Envi–ronmental Design(LEED) V4 Standard Level and Platinum Level.

As a service provider supporting the digital office transformation of enterprises, we set an example with fully implementing paperless office. By advocating that employees use the online office system to transfer documents as much as possible, we propose to reduce the use of printed paper. We post paper–saving signs around printers to encourage double–sided printing and secondary paper use. At the same time, we encourage employees to apply for office supplies on exact demand to reduce waste from the source. We carry out garbage sorting and hand over office waste to utility and garbage disposal providers. We also broadcast garbage sorting knowledge to employees. In addition, we hand over hazardous waste generated by office operations such as toner cartridges and cartridges to qualified suppliers or disposers for compliance management.

Paper Saving Advertising and Classified Garbage in the Office Area

Promote green and low–carbon products

Combined with the multi–dimensional product matrix, Kingsoft Office actively responds to the national call of "Carbon dioxide peaking and carbon neutrality". We adhere to the concept of sustainable development, and strive to create a smart and low–carbon office ecology.

In 2021, we released the "Kingsoft Digital Office Platform", which combines existing products with cloud technology to further strengthen business empowerment and security control, thus we can better help customers achieve digital transformation. We assist customers in digital encryption and cloud storage of paper documents in content creation, knowledge management, and collaborative office, that our customers can further reduce the waste of paper. In addition, we assist clients to achieve the online presentation of complicated office collaboration processes, that they can reduce the occupation of physical office space and improve the efficiency of office space utilization. We empower enterprise users to store customer knowledge resources at cloud device and share them online to reduce unnecessary paper archiving and printing.

Our content platform — Docer actively collaborates with content creation influencers to provide green and low–carbon content products and templates. In 2021, the total display volume of documents or posters on environmental protection, public welfare and epidemic prevention from Docer exceeds 243 million, and the number of downloads exceed 8 million. The most frequently downloading from Docer users are the theme templates of "Garbage classification", reaching a cumulative download volume of 2.2 million. The theme templates of "Low carbon environmen– tal protection" and "Carbon neutrality" are also favored by users, which has a cumulative download volume of 1,00 0,000 times.

Docer Platform

Environmental protection, disease prevention and control documents or posters total display amount breakthrough

243 million

Total downloads of docum ents or posters related to environmental protection, pademic prevention and control

8 million

"Garbage sorting" theme template cumulative downloads up to

2.2 million

"Low–carbon environ– mental protection" and "Carbon–neutral" theme template total downloads

1 million

Build a green supply chain

Kingsoft Office attaches great importance to the compliance operation of green supply chain partners and is dedicated to cooperates with suppliers to promote the construction of green data centers and build an ecological environment–friendly enterprise. We have formulated the *Kingsoft Office Large–amount Material Procurement Management Regulations and Office Asset Equipment Management Regulations* and other rules to standardize the management of suppliers. For procurement, we give priority to the energy–efficient, green and low–energy equipment and services. In addition, we assess whether there are compliance risks of suppliers in the ecological environment and other aspects, paying attention to whether suppliers hold environmental protection qualifications. We also regularly convey the green procurement concept and related requirements of Kingsoft Office to suppliers.

When renting Internet Data Center (IDC), we fully consider the environmental protection and low–carbon practices of IDC suppliers and actively promote the construction of green IDC. During the reporting period, we actively replaced and leased low–energy, energy–intensive IDC equipments and integrated and optimized the IDC layout.
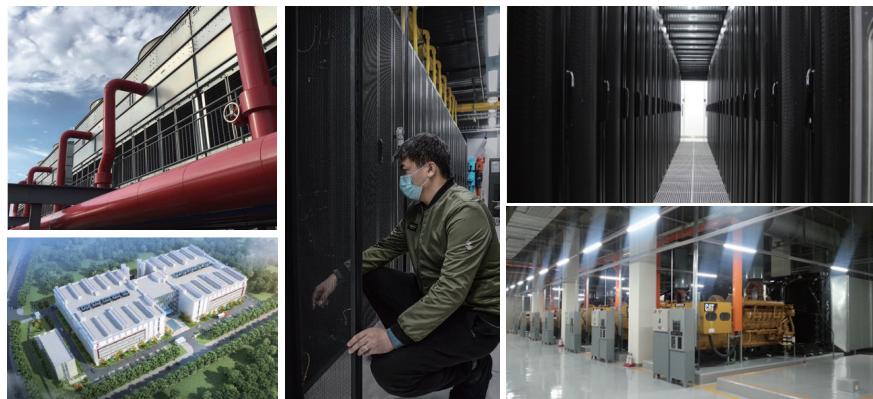
Our Internet Data Center

The current renting IDC has taken a variety of energy saving and emission reduction measures

·Install photovoltaic panels on the top floor and use distributed generation

·Build a water recycling system to improve water resource utilization efficiency

·The zone uses solar street lighting to reduce lighting energy consumption

The newly built IDC actively utilizes various latest energy–saving tech–nologies to improve efficiency

·The cold aisle air containment technology is adopted by closing the cold aisle and increasing the baffles on the cabinet. The cold air can be delivered to the cooling equipment accurately and efficiently, and thus the cooling efficiency is improved

·Adopt frequency–changing energy–saving cooling pump technology. Adjust the frequency of cooling pump in real–time according to heat load, which helps to save about 40% of cooling energy consumption

·Make full use of airflow and latent heat of water evaporation to cool compressor refrigerant, which realizes full use of natural cold source and save about 100kW·h of electric power of refrigeration unit Adopt high–efficiency UPS + direct electricity supply system to improve power supply efficiency and reduce PUE value

·Adopt energy–saving design of the fresh air unit, and the low–temperature air from the outside environment is efficiently filtered to pre–cool the air–conditioning returning air, which reduces the energy consumption of air–conditioning by about 3%

·Use variable–frequency and high–efficiency DC EC fans to reduce energy consumption, the air–conditioning load is adjusted in real–time according to the cooling load demand

Helped to save about
40%
cooling energy
consumption

Realized full use of natural
cold source and save about
100kW·h
/refrigeration unit

Reduced the energy
consumption of
air–conditioning by about
3%

Our Responsibility: Empower a Better Life

We are deeply aware of the social responsibility that enterprises should bear while developing our own business. We give full play to the excellent quality of our products, services and technical advantages in order to empower new ways of office and provide efficient office solutions in various usage scenarios. Besides, we act actively to give back to society by serving international events, promoting smart education in universities, and facilitation industry innovation.

Supporting SDGs

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
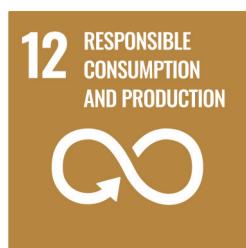
- Serving international events
- Promoting smart education
- Responding to common prosperity
- Facilitating industry innovation
- Active in disasters and pandemic relief
- Dedicating to environmental protection

Serving international sports events

As the official collaborative office software provider for the Beijing 2022 Winter Olympics and Paralympic Games, Kingsoft Office has further improved product service support and empowered the green and low–carbon Winter Olympics through technology innovation.

Kingsoft Office provides technical support for the Winter Olympic Organizing Committee in many aspects, including daily document transmission, collaborative work, and remote work. According to the Winter Olympics' ways of using, we upgrade the WPS version, including adjusting the function buttons, layout editing, etc. At the same time, we also support the organizing committee to collabora–tively edit electronic documents to complete the work, reducing unnecessary use of paper; we also provide private deployment for the Winter Olympics to ensure data security needs; we also set up a Winter Olympics security team to improve the daily server inspection, data monitoring, and trouble-shooting security risks to form a closed–loop management. Based on the high quality standard, and deliverable standard, Kingsoft Office comprehensively promotes digital office and minimizes carbon emission to help Beijing hold low–carbon Winter Olympic Games.

Kingsoft Office Winter Olympics Guarantee Team

Promoting smart education

Kingsoft Office has an in–depth layout in the education field, continuously collects user needs in various education fields to provide a variety of smart solutions for talent education in colleges and universities. In addition, we also provide high–quality services for the development of smart education. Kingsoft Office continues to provide cloud–based collaboration services for many top universities through its powerful online collaborative office application, Kingsoft Document, which reduces the use of paper–based document materials and fully meets the various needs of distance learning. In 2021, Kingsoft Document and Beihang University created an E–lesson scenario. All course materials and examination papers were electronically archived to reduce paper waste; it also docked with Shanghai Jiao Tong University for campus accounts to provide cloud collaboration services for teachers and students on campus; Kingsoft Document and Beijing Normal University signed the "Kingsoft Document Pioneer University" cooperation agreement to carry out integrated office in the campus cloud, helping the school to improve office efficiency in cloud office, cloud teaching, cloud conferencing and other aspects. In addition, Beijing Normal University is one of the important university partners of Kingsoft Document in PBL (Project–Based Learning), and the two will jointly design and build a project–based learning support platform to provide a high–quality platform for teachers and students participating in project–based learning across the country to communicate, collaborate, demonstrate and evaluate.

Responding to shared prosperity

Kingsoft Office actively responds to the national call to promote common prosperity and the development of the digital economy in ethnic minority regions. Kingsoft Office actively planned the "Borderland Trilogy", successively released Mongolian, Tibetan, and other ethnic language product application versions to actively create the application version of its products in Uyghur.

In 2021, Kingsoft Office co–organized the "Bridging Culture – Facilitating Integration and Development – Information Technology Innovation and Development Summit for Ethnic Regions" with the Inner Mongolia Department of Industry and Information Technology and Inner Mongolia Information Technology Association, announcing the establishment of the Digital Development Laboratory for Ethnic Languages and Writings Inner Mongolia Central Station, and donated 10,000 sets of WPS+ accounts to Inner Mongolia Autonomous Region.


Kingsoft Office WPS Mongolian Edition Start Page

WPS National Language and Character Digital Development Laboratory Inner Mongolia Center Station

In 2021, Kingsoft Office released the first Tibetan version of WPS Office in China, donated WPS office software to the Milin County education system, and jointly established the "Language Technology Development Laboratory" with Tibet University to help the local community achieve digital transformation.
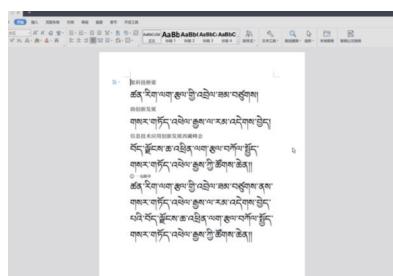
Kingsoft Office Tibetan–Chinese Typesetting Function of WPS Tibetan Version

Kingsoft Office Donates WPS Office Professional Software to Milin County Education System

Facilitating industry innovation

Kingsoft Office actively implements the development concept of "Open Integration and Value Symbio–sis", creates an open and win–win ecological environment, and works with partners to maintain an open and empowered digital office ecosystem.

In July 2021, Kingsoft Office held its third Developer Conference in Hunan and released its first product for developers, Kingsoft Digital Office Document Center, which provides document–based collaborative office technology solutions for developers worldwide. Developers can use the Document Center to integrate document services into the stock business systems, achieve efficient integration of the full document lifecycle, and accelerate the transformation of the enterprise digital office. At the developer conference, Kingsoft Office also launched the "2021 Information Technology Application Innovation Industry Competition", a basic office application development competition, which further promotes the transformation and upgrading of information technology application innovation industry and energizes the development of digital office by gathering creative developer teams and discovering creative ideas in the industry. The event attracted more than 1,400 developers to participate in the competition.

Kingsoft Office 2021 Informtion Technology Application Innovation Industry Competition attracted more than

1,400 developers

Kingsoft Office 2021 Developer Conference

Kingsoft Office 2021 Informtion Technology Application Innovation Industry Competition

Active in disaster and pandemic relief

Kingsoft Office takes the responsibility of national office software, assistance to the affected areas to combat floods, stop the epidemic, and contribute to the power of Kingsoft Office.

In 2021, after the rainstorm disaster in Henan, Kingsoft Office donated 3 million yuan and various urgently needed supplies to the disaster areas for post–disaster reconstruction. We also urgently launched the special registration template of "Henan Rainstorm help mutual aid " for the government, rescue agencies, public welfare organizations and enthusiasts. It can reduce the burden of information collection such as rescue and help and improve the efficiency of disaster response. In addition, we launched the "Henan can do it" template topic, including flood prevention theme education slides and posters and other materials to spread flood prevention knowledge and improve social awareness of prevention.

In July 2021, Kingsoft Document, as technical support, actively promoted the city's summer vacation epidemic prevention knowledge and science popularization activities for primary and secondary school students sponsored by Zhuhai Education Bureau and Zhuhai Municipal Health and Health Bureau to help promote the knowledge of anti–epi–demic.

Kingsoft Office donated

3 million
yuan for Henan rainstorm reconstruction

Kingsoft Office "Henan Can Do It" module

Kingsoft Office Assists Zhuhai Students in Summer Pademic Prevention Work

Dedicating to environmental protec–tion

Kingsoft Office actively carries out technological innovation and devotes itself to environmental protection public welfare.

In March 2021, Kingsoft Office launched the "Signature Solitaire Planting Haloxylon Ammodendron" campaign, calling Kingsoft Document users to sign online, and then we donated 10,000 haloxylon ammodendron to the Beijing Entrepreneurs Environmental Protection Foundation (SEE Foundation) to help combat desertification in the Alxa region and add to the earth a touch of green.

Donated

10,000
haloxylon ammodendron to SEE Foundation

Kingsoft Documents Donated to Support the Planting of Haloxylon Ammodendron

Inspire Wisdom.