THIS CIRCULAR IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION

If you are in any doubt as to any aspect of this circular or as to the action you should take, you should consult your stockbroker or other registered dealer in securities, bank manager, solicitor, professional accountant or other professional adviser.

If you have sold or transferred all your shares in **Kingsoft Corporation Limited**, you should at once hand this circular and the accompanying form of proxy to the purchaser or transferee or to the bank, stockbroker or other agent through whom the sale or transfer was effected for transmission to the purchaser or transferee.

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Kingsoft Corporation Limited
金山軟件有限公司

(Continued into the Cayman Islands with limited liability)

(Stock Code: 03888)

PROPOSALS FOR
(1) GENERAL MANDATES TO ISSUE SHARES AND TO REPURCHASE SHARES;
(2) RE-ELECTION OF RETIRING DIRECTORS;
(3) RE-APPOINTMENT OF AUDITORS;
(4) PROPOSED AMENDMENTS TO THE EXISTING MEMORANDUM AND ARTICLES AND ADOPTION OF THE NEW MEMORANDUM AND ARTICLES;
(5) ADOPTION OF THE BKOS 2026 SHARE INCENTIVE SCHEME
AND
NOTICE OF ANNUAL GENERAL MEETING

A notice convening the Annual General Meeting of Kingsoft Corporation Limited to be held at Building D, Xiaomi Campus, No.33 Xierqi Middle Road, Haidian District, Beijing, the PRC on 28 May 2026 at 9:30 a.m. is set out on pages 81 to 85 of this circular. A proxy form for your use at the Annual General Meeting is enclosed with this circular. Whether or not you propose to attend the Annual General Meeting, you are requested to complete the proxy form in accordance with the instructions printed thereon and return the same to the Company's branch registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong as soon as possible but in any event not less than 48 hours before the time appointed for holding the Annual General Meeting or any adjournment thereof. Completion and return of the proxy form will not preclude you from attending and voting in person at the meeting should you so desire.

Hong Kong, 4 May 2026

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In this circular, the following expressions shall have the following meanings unless the context requires otherwise:

"Annual General Meeting"	the annual general meeting of the Company to be held at Building D, Xiaomi Campus, No.33 Xierqi Middle Road, Haidian District, Beijing, the PRC on 28 May 2026 at 9:30 a.m.
"associate(s)"	shall have the meaning ascribed to it in the Listing Rules
"BKOS"	Beijing Kingsoft Office Software, Inc. (北京金山辦公軟件股份有限公司), a limited liability company incorporated in the PRC, in which the Company owns 51.45% as at the Latest Practicable Date and whose shares are listed on the SSE STAR Market (stock code: 688111)
"BKOS 2021 Share Incentive Scheme"	the 2021 restricted share incentive scheme in its present or any amended form as adopted by BKOS on 2 June 2021, with a maximum scheme limit of 870,000 shares of BKOS, the details of which are set out in the announcement of BKOS dated 13 May 2021
"BKOS 2022 Share Incentive Scheme"	the 2022 restricted share incentive scheme in its present or any amended form as adopted by BKOS on 28 April 2022, with a maximum scheme limit of 1,000,000 shares of BKOS, the details of which are set out in the announcement of BKOS dated 24 March 2022
"BKOS 2023 Share Incentive Scheme"	the 2023 restricted share incentive scheme in its present or any amended form as adopted by BKOS on 6 June 2023, with a maximum scheme limit of 1,000,000 shares of BKOS, the details of which are set out in the announcement of BKOS dated 20 April 2023
"BKOS 2024 Share Incentive Scheme"	the 2024 restricted share incentive scheme in its present or any amended form as adopted by BKOS on 28 May 2024, with a maximum scheme limit of 1,000,000 shares of BKOS, the details of which are set out in the announcement of BKOS dated 24 April 2024
"BKOS 2025 Share Incentive Scheme"	the 2025 restricted share incentive scheme in its present or any amended form as adopted by BKOS on 4 June 2025, with a maximum scheme limit of 3,460,000 shares of BKOS, the details of which are set out in the announcement of BKOS dated 24 April 2025
"BKOS 2026 Share Incentive Scheme"	the restricted share incentive scheme to be adopted by BKOS, subject to the approval of the Shareholders and the BKOS Shareholders, a summary of which is set out in the Appendix IV to this circular
"BKOS Board"	the board of directors of BKOS
"BKOS Group"	BKOS and its subsidiaries
"BKOS Remuneration Committee"	the remuneration and appraisal committee of BKOS

"BKOS Shareholders"	the shareholders of BKOS
"Board"	the board of the directors of the Company
"CCASS"	The Central Clearing and Settlement System
"Company"	Kingsoft Corporation Limited, an exempted limited liability company incorporated in the British Virgin Islands on 20 March 1998 and discontinued in the British Virgin Islands and continued into the Cayman Islands on 15 November 2005, with its shares listed on the Stock Exchange
"Director(s)"	the director(s) of the Company
"Existing Memorandum and Articles"	the existing memorandum of association and articles of association of the Company
"First Grant"	the proposed first grant of no less than 80% of the maximum scheme limit under the BKOS 2026 Share Incentive Scheme
"Grant Price"	the grant price of the Restricted Shares under the BKOS 2026 Share Incentive Scheme
"Group"	the Company and its subsidiaries from time to time
"HK$"	Hong Kong dollars, the lawful currency of Hong Kong
"HKSCC"	Hong Kong Securities Clearing Company Limited
"Hong Kong"	Hong Kong Special Administrative Region of the People's Republic of China
"Incentive Participants"	the participant(s) of the BKOS 2026 Share Incentive Scheme, the eligibility requirements of whom is set out in Appendix IV of this circular
"Latest Practicable Date"	27 April 2026, being the latest practicable date prior to the printing of this circular for ascertaining certain information contained in this circular
"Listing Rules"	the Rules Governing the Listing of Securities on the Stock Exchange (as amended, supplemented or modified from time to time)
"Management Measures"	the Management Measures for Share Incentive Scheme Adopted by Listed Companies (《上市公司股權激勵管理辦法》)
"New Memorandum and Articles"	the new memorandum of association and articles of association of the Company proposed to be adopted by the Company by passing of a special resolution of Shareholders at the Annual General Meeting with the Proposed Amendments incorporated
"PRC" or "China"	the People's Republic of China

"principal subsidiary"	has the meaning ascribed to it under the Listing Rules
"Proposed Amendments"	the proposed amendments to the Existing Memorandum and Articles as set out in Appendix III to this circular
"Repurchase Mandate"	a general mandate proposed to be granted to the Directors to exercise the powers of the Company to repurchase, during the period as set out in the Repurchase Resolution, the Shares up to a maximum of 10% of the issued share capital of the Company (excluding any Treasury Shares) as at the date of passing of the Repurchase Resolution
"Repurchase Resolution"	the proposed ordinary resolution as referred to in resolution 6 of the notice of the Annual General Meeting
"Reserved Grant"	the reserved grant of no more than 20% of the maximum scheme limit under the BKOS 2026 Share Incentive Scheme
"Restricted Shares"	the restricted A shares (Type II) of BKOS to be granted to the Participants according to the terms and conditions stipulated in the BKOS 2026 Share Incentive Scheme, which shall only be delivered by the BKOS when the relevant conditions as stipulated in the BKOS 2026 Share Incentive Scheme are satisfied
"RMB"	Renminbi, the lawful currency of the PRC
"SFC"	the Securities and Futures Commission of Hong Kong
"SFO"	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (as amended, supplemented or modified from time to time)
"Share Issue Mandate"	a general mandate proposed to be granted to the Directors to exercise the powers of the Company to allot, issue and deal with (including any sale or transfer of Treasury Shares out of treasury) Shares during the period as set out in the proposed ordinary resolution as referred to in resolution 5 up to a maximum of 20% of the issued share capital of the Company (excluding any Treasury Shares) as at the date of passing of the resolution approving the Share Issue Mandate
"Share(s)"	ordinary shares of the share capital of the Company with a par value of US$0.0005 each, or, if there has been a sub-division, consolidation, re-classification or reconstruction of the share capital of the Company, shares forming part of the ordinary share capital of the Company of such other nominal amount as shall result from such subdivision, consolidation, re-classification or re-construction
"Shareholder(s)"	the shareholder(s) of the Company
"SSE STAR Market"	the science and technology innovation board of the Shanghai Stock Exchange

"STAR Market Listing Rules"	the Rules Governing the Listing of Stocks on the Science and Technology Innovation Board of Shanghai Stock Exchange
"Stock Exchange"	The Stock Exchange of Hong Kong Limited
"subsidiary"	has the meaning as ascribed thereto in the Listing Rules
"Takeovers Code"	the Codes on Takeovers and Mergers issued by the Securities and Futures Commission in Hong Kong (as amended, supplemented or modified from time to time)
"Treasury Shares"	has the meaning ascribed to it under the Listing Rules
"%"	percent

Kingsoft Corporation Limited
金山軟件有限公司

(Continued into the Cayman Islands with limited liability)

(Stock Code: 03888)

Directors:
Executive Director
Mr. Tao ZOU

Non-executive Directors
Mr. Jun LEI *(Chairman)*
Mr. Pak Kwan KAU
Mr. Leiwen YAO

Independent Non-executive Directors
Ms. Wenjie WU
Mr. Zuotao CHEN
Mr. Bo DU

Registered Office
P.O. Box 309
Ugland House
Grand Cayman, KY1-1104
Cayman Islands

Principal Place of Business in Hong Kong
Suite 3208, 32/F, Tower 5
The Gateway, Harbour City
Tsim Sha Tsui, Kowloon
Hong Kong

Hong Kong, 4 May 2026

To the Shareholders

Dear Sir or Madam,

PROPOSALS FOR
(1) GENERAL MANDATES TO ISSUE SHARES AND TO REPURCHASE SHARES;
(2) RE-ELECTION OF RETIRING DIRECTORS;
(3) RE-APPOINTMENT OF AUDITORS;
(4) PROPOSED AMENDMENTS TO THE EXISTING MEMORANDUM AND ARTICLES AND ADOPTION OF THE NEW MEMORANDUM AND ARTICLES;
(5) ADOPTION OF THE BKOS 2026 SHARE INCENTIVE SCHEME
AND
NOTICE OF ANNUAL GENERAL MEETING

INTRODUCTION

The purpose of this circular is to provide you with information regarding resolutions to be proposed at the Annual General Meeting relating to, among other things, (i) the proposed Share Issue Mandate and the extension of the Share Issue Mandate; (ii) the proposed Repurchase Mandate; (iii) the proposed re-election of retiring Directors; (iv) the proposed re-appointment of auditors; (v) the Proposed Amendments to the Existing Memorandum and Articles and the adoption of the New Memorandum and Articles; and (vi) the proposal for adoption of the BKOS 2026 Share Incentive Scheme.

GENERAL MANDATE TO ISSUE SHARES

On 29 May 2025, the Shareholders passed an ordinary resolution to give a general mandate to the Directors to exercise the powers of the Company to issue Shares. Such mandate will lapse at the conclusion of the Annual General Meeting.

In order to ensure flexibility and discretion to the Directors in the event that it becomes desirable to issue any Shares (including any sale or transfer of Treasury Shares), approval is being sought from the Shareholders at the Annual General Meeting to grant the Share Issue Mandate to the Directors to allot or issue new Shares (including any sale or transfer of Treasury Shares) equal in aggregate up to 20% of the issued share capital of the Company (excluding any Treasury Shares) at the date of the Annual General Meeting.

As at the Latest Practicable Date, the issued share capital of the Company comprised 1,381,814,510 Shares. Subject to the passing of the resolution approving the Share Issue Mandate and on the basis that no further Shares are issued prior to the Annual General Meeting, the Company would be allowed under the resolution approving the Share Issue Mandate to issue (or transfer out of treasury) a maximum of 276,362,902 Shares, representing no more than 20% of the issued share capital of the Company (excluding any Treasury Shares) as at the Latest Practicable Date.

Details of the Share Issue Mandate and the extension of the Share Issue Mandate are set out in ordinary resolutions as referred to in resolutions 5 and 7, respectively, of the notice of Annual General Meeting.

GENERAL MANDATE TO REPURCHASE SHARES

On 29 May 2025, the Shareholders passed an ordinary resolution to give a general mandate to the Directors to exercise the powers of the Company to repurchase Shares. Such mandate will lapse at the conclusion of the Annual General Meeting.

In order to ensure flexibility and discretion to the Directors in the event that it becomes desirable to repurchase any Shares, approval is being sought from the Shareholders at the Annual General Meeting to grant the Repurchase Mandate to the Directors to repurchase the Shares equal in aggregate up to 10% of the issued share capital of the Company (excluding any Treasury Shares) at the date of the Annual General Meeting.

As at the Latest Practicable Date, the issued share capital of the Company comprised 1,381,814,510 Shares. Assuming that there is no change in the issued share capital between the period from the Latest Practicable Date and the date of passing of the Repurchase Resolution, the maximum number of Shares which may be repurchased pursuant to the Repurchase Mandate as at the date of passing the Repurchase Resolution will be 138,181,451 Shares, representing no more than 10% of the issued share capital of the Company (excluding any Treasury Shares) as at the Latest Practicable Date.

An explanatory statement as required under the Listing Rules to provide the required information in relation to the Repurchase Mandate is set out in **Appendix I** to this circular.

RE-ELECTION OF THE RETIRING DIRECTORS

The Board currently comprises seven Directors, of which one is executive Director, namely Mr. Tao ZOU; three are non-executive Directors, namely Messrs. Jun LEI, Pak Kwan KAU and Leiwen YAO; and three are independent non-executive Directors, namely Ms. Wenjie WU, Messrs. Zuotao CHEN and Bo DU.

Pursuant to Article 108(a) of the existing Articles of Association of the Company, Mr. Tao ZOU, Mr. Pak Kwan KAU and Mr. Leiwen YAO, who are Directors longest in office since their last re-election, will retire by rotation at the Annual General Meeting and, being eligible, offer themselves for re-election. According to Article 111 of the existing Articles of Association of the Company, Mr. Bo DU, who is the Director appointed to fill a casual vacancy, shall hold office until next general meeting of the Company and will then be eligible for re-election.

Details of the retiring Directors proposed to be re-elected at the Annual General Meeting are set out in **Appendix II** to this circular.

RE-APPOINTMENT OF AUDITORS

An ordinary resolution will be proposed at the Annual General Meeting to approve the re-appointment of Ernst & Young as the auditors of the Company and to authorize the Board to fix the auditor's remuneration.

The estimated annual audit fee payable to Ernst & Young for the year 2026 is expected to be in the range of approximately RMB5.7 million to RMB6.9 million (exclusive of out-of-pocket expenses), which is determined after due consideration and arm's length negotiations between the Company and Ernst & Young, taking into account, among other things, the size and complexity of the Group's business operations, the expected scope of the audit, the audit timetable, the level and mix of professional staff to be deployed, the anticipated audit workload, and prevailing market rates for comparable services.

The estimated audit fee also assumes that there will be no material change in the Group's operations, accounting policies or regulatory environment during the financial year, and that the Company will provide timely and adequate assistance and information as reasonably required for the purposes of the audit.

Unless there is a material change in the basis or assumptions set out above, the final audit fee should not deviate materially from the estimated amount initially disclosed. In the event of any material change, the Company will make further disclosure as appropriate.

PROPOSED AMENDMENTS TO THE EXISTING MEMORANDUM AND ARTICLES AND ADOPTION OF THE NEW MEMORANDUM AND ARTICLES

Reference is made to the Company's announcement dated 25 March 2026 in relation to the Proposed Amendments to the Existing Memorandum and Articles and adoption of the New Memorandum and Articles.

A special resolution will be proposed at the Annual General Meeting to approve the Proposed Amendments and the adoption of the New Memorandum and Articles, in order to, inter alia, (i) bring the Existing Memorandum and Articles in alignment with the latest Listing Rules requirements in relation to hybrid meetings and electronic voting and the applicable laws of the Cayman Islands; (ii) make other housekeeping amendments, including corresponding amendments in line with the above proposed amendments; and (iii) update and clarify provisions where it is considered desirable. For the purposes of the Proposed Amendments, the Board proposes to adopt the New Memorandum and Articles which consolidate the Proposed Amendments in substitution for, and to the exclusion of the Existing Memorandum and Articles in their entirety.

Details of the Proposed Amendments are set out in **Appendix III** to this circular.

The legal advisers to the Company as to Hong Kong laws have confirmed that the Proposed Amendments comply with the requirements of the Listing Rules and the legal advisers to the Company as to the laws of the Cayman Islands have confirmed that the New Memorandum and Articles (incorporating the Proposed Amendments) are not inconsistent with the laws of the Cayman Islands.

The Company confirms that there is nothing unusual about the Proposed Amendments. Shareholders are advised that the New Memorandum and Articles are written in English only and there is no official Chinese translation. The Chinese translation of the New Memorandum and Articles is for reference only. In case of any discrepancy or inconsistency, the English version shall prevail.

ADOPTION OF THE BKOS 2026 SHARE INCENTIVE SCHEME

Proposed Adoption of the BKOS 2026 Share Incentive Scheme

At the Annual General Meeting, an ordinary resolution will be proposed by the Company to the Shareholders to consider and, if thought fit, approve and adopt the BKOS 2026 Share Incentive Scheme. The full text of the BKOS 2026 Share Incentive Scheme is set out in **Appendix IV** to this circular. The BKOS 2026 Share Incentive Scheme was prepared in Chinese. In the event of any discrepancy between the English translation and the Chinese version of the BKOS 2026 Share Incentive Scheme, the Chinese version shall prevail.

The adoption of the BKOS 2026 Share Incentive Scheme is conditional upon, among other things, (i) the approval by the BKOS Board; (ii) the approval by the BKOS Shareholders; and (iii) the approval by the Shareholders at the Annual General Meeting to be convened for the purpose of considering and, if thought fit, approving, among other things, the adoption of the BKOS 2026 Share Incentive Scheme. Subject to the satisfaction of the aforementioned conditions, the BKOS 2026 Share Incentive Scheme shall become effective upon the date of the First Grant and shall be valid until the date on which all Restricted Shares granted to the Incentive Participants have been vested or lapsed and cancelled, provided that such period shall not exceed 60 months. The Company will publish announcements when the First Grant and the Reserved Grant are incurred in accordance with Rules 17.06A, 17.06B and 17.06C of the Listing Rules.

Background

BKOS is a company incorporated in the PRC with limited liability, whose shares are listed on the SSE STAR Market (stock code: 688111). BKOS is owned as to 51.45% by the Company as at the Latest Practicable Date and BKOS is considered as a principal subsidiary of the Company as defined under Rule 17.14 of the Listing Rules. The BKOS 2026 Share Incentive Scheme will therefore constitute a share scheme under Chapter 17 of the Listing Rules, which applies to the share scheme of a principal subsidiary of a listed issuer.

The underlying shares of the Restricted Shares to be granted under the BKOS 2026 Share Incentive Scheme will be the ordinary A shares of BKOS listed on the SSE STAR Market, instead of the Company's Shares listed on the Main Board of the Stock Exchange.

Purpose of the BKOS 2026 Share Incentive Scheme and Participants

The purpose of the BKOS 2026 Share Incentive Scheme is to further establish and improve BKOS's long-term incentive mechanism, attract and retain outstanding personnel, fully mobilise the enthusiasm of BKOS's core team members, effectively align the interests of the BKOS Shareholders and BKOS with the individual interests of BKOS's core team members, and enable all parties to jointly focus on and contribute to the long-term development of the BKOS Group.

As set out in Appendix IV to this circular, the Incentive Participants include senior management personnel, core management personnel and technical backbones employed with the BKOS Group when the BKOS 2026 Share Incentive Scheme is announced, who are instrumental to the success and long-term growth of the BKOS Group. All Incentive Participants must remain an employment or labour relationship with BKOS Group at the time of grant and within the appraisal period under 2026 Share Incentive Scheme. The list of eligible Incentive Participants shall be verified and determined by the BKOS Remuneration Committee. Incentive Participants exclude BKOS's independent directors, shareholders who individually or collectively hold 5% or more of the shares of BKOS, and de facto controllers of BKOS and their spouses, parents and children. The eligibility of the Incentive Participants is consistent with the purpose of the BKOS 2026 Share Incentive Scheme, which enables BKOS to use share incentives to retain certain outstanding personnel employed with the BKOS Group. To the best knowledge, belief and information of the Directors, having made all reasonable enquiries, none of the Incentive Participants will be a connected person of the Company under Chapter 14A of the Listing Rules.

The total number of Incentive Participants proposed for the First Grant under the BKOS 2026 Share Incentive Scheme is 365, comprising 27 Category I Incentive Participants and 338 Category II Participants[(1)], who are divided by differentiated terms according to BKOS's overall strategic plan. For details of the differentiated settings, please refer to Appendix IV to this circular. If the circumstances of the Incentive Participants change before the actual grant of the Restricted Shares by the BKOS Board, the BKOS Board may make appropriate adjustments to the actual Incentive Participants. The Incentive Participants for the Reserved Grant shall be determined by the BKOS Board within 12 months from the date on which the BKOS 2026 Share Incentive Scheme is considered and approved at the general meeting of BKOS and at the Annual General Meeting. The reserved interest shall lapse where the Incentive Participants for the Reserved Grant are not determined after 12 months from the aforesaid date. The Incentive Participants of the Reserved Grant shall be determined with reference to the standards of the First Grant.

Scheme Mandate Limit

As at the Latest Practicable Date, BKOS has a total of 463,372,121 shares in issue. Assuming that there is no change in the issued share capital between the period from the Latest Practicable Date and the date when the scheme is approved by the Shareholders of the Annual General Meeting, the maximum number of Restricted Shares to be issued to the Incentive Participants under the BKOS 2026 Share Incentive Scheme (assuming all Restricted Shares will vest and be deliverable) is 1,000,000 shares, representing approximately 0.22% of the issued share capital of BKOS as at the Latest Practicable Date, which include:

- First Grant: no less than 80.00% of the total Restricted Shares, or 800,000 Restricted Shares, available under the BKOS 2026 Share Incentive Scheme, among which:
    - no less than 177,900 Restricted Shares to Category I Incentive Participants, representing approximately 0.04% of the issued share capital of BKOS as at the Latest Practicable Date; and
    - no less than 622,100 Restricted Shares to Category II Incentive Participants, representing approximately 0.13% of the issued share capital of BKOS as at the Latest Practicable Date; and
- Reserved Grant: no more than 20.00% of the total Restricted Shares, or 200,000 Restricted Shares, available under the BKOS 2026 Share Incentive Scheme.

Note:

(1) Category I and Category II Incentive Participants are classified based on various factors including their past contributions and performance, future performance targets, compensation structure, and historical incentive arrangements. Among which, Category I Incentive Participants, whose compensation structure includes equity-based income, mainly consist of core management personnel and technical backbones and their performance assessment period is from 2026 to 2028, with equity-based income to be vested from 2027 to 2029. Category II Incentive Participants, whose compensation structure includes equity-based income, mainly consist of senior management, core management personnel and technical backbones and their performance assessment period is from 2026 to 2027, with equity-based income to be primarily vested from 2027 to 2028.

As at the Latest Practicable Date, (i) save for the BKOS 2021 Share Incentive Scheme, the BKOS 2022 Share Incentive Scheme, the BKOS 2023 Share Incentive Scheme, the BKOS 2024 Share Incentive Scheme and the BKOS 2025 Share Incentive Scheme, BKOS has not adopted any other share incentive schemes; (ii) the total number of shares underlying the restricted shares granted and to be granted under all of the effective share incentive schemes of BKOS (including the BKOS 2026 Share Incentive Scheme, the BKOS 2025 Share Incentive Scheme, the BKOS 2024 Share Incentive Scheme, the BKOS 2023 Share Incentive Scheme and the BKOS 2022 Share Incentive Scheme, same below) is 7,457,000 shares, representing approximately 1.61% of the issued share capital of BKOS as at the Latest Practicable Date; (iii) the total maximum number of shares underlying the restricted shares granted and to be granted under all of the effective share incentive schemes of BKOS (whether vested or not) does not exceed 10% of the issued share capital of BKOS as at the Latest Practicable Date.

Grant Price and Basis of Determination of the Grant Price

The Grant Price of the Restricted Shares under the BKOS 2026 Share Incentive Scheme shall not be less than RMB125.58 per share, which represents 50% of the closing price of RMB251.16 per share of BKOS quoted on the trading day immediately preceding the date of announcement of the BKOS 2026 Share Incentive Scheme. For details of the pricing methodology, please refer to Appendix IV to this circular. Subject to the control of the share-based payment expenses by BKOS, BKOS Board would be authorized to finalize the Grant Price based on the closing price of the shares of BKOS as at the date of grant, provided that the actual Grant Price shall not be less than RMB125.58 per share.

In the event of any capitalisation issue, bonus issue, sub-division, rights issue, share consolidation or dividend distribution of BKOS during the period from the date of announcement of the draft BKOS 2026 Share Incentive Scheme to the completion of vesting and registration of Restricted Shares of the Incentive Participants, the Grant Price and/or the number of Restricted Shares to be granted/vested shall be adjusted in accordance with the relevant rules of the BKOS 2026 Share Incentive Scheme. For the avoidance of doubt, no adjustment will be made to the number of Restricted Shares to be granted/vested but to the Grant Price in the event of dividend distribution.

BKOS has arrived at the Grant Price and pricing methodology upon taking into account factors including the prevailing market price per share of the BKOS, the roles and responsibilities of the Incentive Participants, the effectiveness of the BKOS 2026 Share Incentive Scheme and the impact of the share-based payment expenses of BKOS, with the fundamental aim of promoting the development of BKOS, safeguarding the rights and interests of BKOS Shareholders, furthering stabilizing and motivating the core team with the principle of balance between incentives and restraints, providing an incentive and restraint mechanism and guaranteeing availability of talents for the long-term and stable development of BKOS, and reflecting the actual incentive needs of BKOS. The determination of the Grant Price is in line with the requirements under the STAR Market Listing Rules and the Management Measures as well as the market practice for determining Grant Price for Type II restricted shares, which can provide BKOS with sufficient flexibility to determine the Grant Price that can provide adequate incentive to the Incentive Participants to achieve the purpose of the BKOS 2026 Share Incentive Scheme.

Vesting and Performance Targets

The Restricted Shares under the First Grant will vest over a period of three years for Category I Incentive Participants and two years for Category II Incentive Participants, while the Restricted Shares under the Reserved Grant will vest over a period of two or three years for Category I Incentive Participants and Category II Incentive Participants, depending on the time of grant, all of which will be subject to a minimum vesting period of 12 months. The vesting arrangements are in line with market practice and can ensure employee loyalty over the long run and increase long-term sustainability for the business development of BKOS, and therefore is in line with the purpose of the BKOS 2026 Share Incentive Scheme. Vesting of the Restricted Shares is subject to the achievement of certain pre-established performance targets, such as overseas operating revenue and the revenue from WPS 365 business at BKOS level and individual performance assessment at the Participants level.

The overseas operating revenue and revenue from WPS 365 business are selected as the performance assessment indicators at BKOS level, which are the core international competitiveness indicators and revenue composition indicators of BKOS. BKOS is a leading provider of office software and services in the PRC. Leveraging on its office products such as WPS Office, WPS 365, and WPS AI, it provides office services to users from more than 220 countries and regions around the world. BKOS will continue to firmly advance its internationalization strategy for its core products, continuously optimize the functionality and services of the international version, and focus on the global deployment of AI Agent products. BKOS will further strengthen its expansion into overseas markets, enhance its global service network, and improve its international competitiveness, thereby ensuring a leading position in the global AI-driven transformation of office productivity and enabling intelligent office technologies to benefit users worldwide. WPS 365, positioned as a new productivity platform for organisations and enterprises, includes WPS Office, WPS Teams, and WPS AI Enterprise Edition. BKOS is committed to building WPS 365 into China's leading one-stop AI-powered office collaboration platform. With an "Agent + Collaboration" core architecture, WPS 365 deeply integrates large language model capabilities with office scenarios to deliver an industry-leading intelligent office experience.

Clawback

If an Incentive Participant violates the laws and professional ethics, leaks confidential information of BKOS, and is negligent or gross misconduct in performance of duties which may cause serious damage to the interests or reputation of BKOS, upon reviewed by the BKOS Remuneration Committee and approved by the BKOS Board, the Restricted Shares that have been granted to such Incentive Participant but not yet vested shall not be vested and shall lapse and be canceled by BKOS. In the event of serious circumstances, BKOS may also recover the losses suffered by BKOS in accordance with relevant laws and regulations. The clawback mechanism provides an option for BKOS to clawback the share incentives granted to the Incentive Participants culpable of misconduct and is in line with the purpose of the BKOS 2026 Share Incentive Scheme and the interests of BKOS and its shareholders as a whole.

The lapse of Restricted Shares granted under BKOS 2026 Share Incentive Scheme will be regarded as utilised for the purpose of calculating the number of Restricted Shares available for grant.

For details of the BKOS 2026 Share Incentive Scheme, please refer to **Appendix IV** to this circular.

Listing Rules Implications

As BKOS is a principal subsidiary of the Company as defined under Rule 17.14 of the Listing Rules, the BKOS 2026 Share Incentive Scheme will be subject to the requirements under Chapter 17 of the Listing Rules, which applies to the share scheme of a principal subsidiary of a listed issuer.

To the best knowledge, belief and information of the Directors, having made all reasonable enquiries, none of the Incentive Participants will be a Director, chief executive or substantial shareholder of the Company or any of their respective associates as at the Latest Practicable Date. In the event that any grant under the BKOS 2026 Share Incentive Scheme (i) will result in the Restricted Shares granted to any Incentive Participant representing in aggregate over 1% of the issued share capital of BKOS in any 12-month period up to and including the relevant date of grant; and/or (ii) will result in the Restricted Shares granted to any Incentive Participant who is a Director, chief executive, substantial shareholder of the Company or any of their respective associates, representing in aggregate over 0.1% of the relevant class of shares in issue of BKOS in any 12-month period up to and including the relevant date of grant, the Company will comply with the relevant requirements under Chapter 17 of the Listing Rules and obtain the prior approval of the Shareholders.

Rule 17.03(13) of the Listing Rules requires that the scheme document must include a provision for adjustment to the exercise or purchase price and/or the number of shares subject to options or awards granted under the scheme in the event of a capitalisation issue, rights issue, sub-division or consolidation of shares or reduction of capital. Note to Rule 17.03(13) of the Listing Rules states that any adjustment required under Rule 17.03(13) must give the Incentive Participants the same proportion of the equity capital as that to which that person was previously entitled. The Company has applied for, and the Stock Exchange has granted, a waiver from strict compliance with the requirements under Rule 17.03(13) of the Listing Rules so as to enable the adjustments to Grant Price of the Restricted Shares granted under the BKOS 2026 Share Incentive Scheme in the event of dividend distribution on the basis that, among other things, (a) BKOS is a PRC company with its A shares listed on the SSE STAR Market, and the BKOS 2026 Share Incentive Scheme involves the issue of new A shares of BKOS or repurchase of A shares from secondary market by BKOS only. Therefore, the BKOS 2026 Share Incentive Scheme must also comply with applicable PRC laws and regulations, pursuant to which, as advised by the PRC legal advisors to BKOS, the adjustments to the Grant Price of Restricted Shares granted under the BKOS 2026 Share Incentive Scheme in the event of dividend distribution are required by Article 46 of the Management Measures; (b) the proposed adoption of the BKOS 2026 Share Incentive Scheme will be subject to the approval of (i) the Shareholders at the Annual General Meeting and (ii) the BKOS Shareholders, whereby the Shareholders will have the opportunity to fully consider and evaluate the terms of the BKOS 2026 Share Incentive Scheme based on their own merits and the interest of the Shareholders will therefore not be prejudiced; (c) the maximum number of underlying A shares proposed to be issued and granted by BKOS under the BKOS 2026 Share Incentive Scheme is 1,000,000 shares, representing only approximately 0.22% of the issued share capital of BKOS as at the Latest Practicable Date, and the dilution effect for the Company's interests under the BKOS 2026 Share Incentive Scheme is minimal; and (d) the Company believes that the adjustment to Grant Price of Restricted Shares granted under the BKOS 2026 Share Incentive Scheme in the event of dividend distribution will not adversely affect the interests of Shareholders.

The terms of the BKOS 2026 Share Incentive Scheme do not require BKOS to appoint any trustee for the purpose of administering the BKOS 2026 Share Incentive Scheme and, as at the Latest Practicable Date, BKOS does not intend to appoint a trustee to the BKOS 2026 Share Incentive Scheme. As such, there is no issue on whether any Director is a trustee of the BKOS 2026 Share Incentive Scheme or having a direct or indirect interest in the trustees of the BKOS 2026 Share Incentive Scheme.

ANNUAL GENERAL MEETING

A notice convening the Annual General Meeting to be held at Building D, Xiaomi Campus, No.33 Xierqi Middle Road, Haidian District, Beijing, the PRC on 28 May 2026 at 9:30 a.m. is set out on pages 81 to 85 of this circular.

To the best knowledge, belief and information of the Directors, having made all reasonable enquiries, no Shareholder is required under the Listing Rules to abstain from voting on the resolution regarding the proposed adoption of the BKOS 2026 Share Incentive Scheme at the Annual General Meeting. The Board confirms that to the best of their knowledge, belief and information having made all reasonable enquiries, as at the Latest Practicable Date, there was no voting trust or other agreement or arrangement or understanding (other than an outright sale) entered into by or binding upon any Shareholder and there was no obligation or entitlement of any Shareholder whereby he has or may have temporarily or permanently passed control over the exercise of the voting right in respect of his Shares to a third party, either generally or on a case-by-case basis.

ACTION TO BE TAKEN

A form of proxy for use at the Annual General Meeting is enclosed with this circular. Whether or not you propose to attend the Annual General Meeting, you are requested to complete the form of proxy and return it to the Company's branch share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not less than 48 hours before the time appointed for holding the Annual General Meeting or any adjournment thereof. Completion and return of the form of proxy will not preclude you from attending and voting in person at the Annual General Meeting or any adjourned meeting if you so desire.

VOTING BY WAY OF POLL

Pursuant to Rule 13.39(4) of the Listing Rules, any vote of Shareholders at a general meeting must be taken by poll except where the Chairman, in good faith, decides to allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands. The Company will announce the results of the poll in the manner prescribed under Rule 13.39(4) of the Listing Rules.

RESPONSIBILITY STATEMENT

This circular, for which the Directors collectively and individually accept full responsibility, includes particulars given in compliance with the Listing Rules for the purpose of giving information with regard to the Company. The Directors, having made all reasonable enquiries, confirm that to the best of their knowledge and belief the information contained in this circular is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make any statement herein or this circular misleading.

RECOMMENDATION

The Directors believe that the resolutions set out in the notice of the Annual General Meeting are in the best interests of the Company and the Shareholders as a whole. Accordingly, the Directors recommend that all Shareholders should vote in favour of the resolutions to be proposed at the Annual General Meeting.

Yours faithfully,
Kingsoft Corporation Limited
Jun LEI
Chairman of the Board

This explanatory statement contains all the information required to be given to the Shareholders pursuant to Rule 10.06(1)(b) of the Listing Rules in connection with the proposed Repurchase Mandate, which is set out as follows:

SHARE CAPITAL

As at the Latest Practicable Date, the issued share capital of the Company comprised 1,381,814,510 Shares.

Subject to the passing of the Repurchase Resolution and on the basis that no further Shares are issued or repurchased prior to the Annual General Meeting, the Company would be allowed under the Repurchase Resolution to repurchase a maximum of 138,181,451 Shares, representing no more than 10% of the issued share capital of the Company (excluding any Treasury Shares) as at the date of the Latest Practicable Date.

REASONS FOR REPURCHASE

Although the Directors have no present intention of repurchasing any Shares, the Directors believe that the Repurchase Mandate is in the best interests of the Company and its Shareholders. Such repurchase may, depending on market conditions and funding arrangements at the time, lead to an enhancement of the net assets and/or earnings per Share of the Company and will only be made when the Directors believe that such a repurchase will benefit the Company and its Shareholders.

FUNDING OF REPURCHASE

In repurchasing Shares, the Company may only apply funds entirely from the Company's available cash flow or working capital facilities which will be legally available for such purpose in accordance with its Memorandum of Association and Articles of Association, the Companies Law of the Cayman Islands and any other applicable law.

There might be an adverse impact on the working capital or gearing position of the Company as compared with the position disclosed in the audited accounts contained in the Company's annual report for the year ended 31 December 2025 in the event that the Repurchase Mandate were to be carried out in full at any time during the proposed repurchase period. However, the Directors do not propose to exercise the Repurchase Mandate to such extent as would, in the circumstances, have a material adverse effect on the working capital requirements of the Company or the gearing levels which in the opinion of the Directors are from time to time appropriate for the Company.

1. SHARES PRICES

The highest and lowest closing prices at which the Shares have traded on the Stock Exchange during each of the previous twelve months before the Latest Practicable Date and for the month of April 2026 up to the Latest Practicable Date are as follows:

	Shares Traded Price	
	Highest	**Lowest**
	HK$	*HK$*
2025		
April	38.60	35.35
May	41.20	33.40
June	40.95	32.20
July	36.95	32.70
August	35.72	33.12
September	36.12	31.88
October	36.56	31.26
November	33.94	28.56
December	29.24	27.90
2026		
January	32.78	29.18
February	29.48	25.90
March	25.26	22.48
April (up to the Latest Practicable Date)	24.88	22.38

2. UNDERTAKING

The Directors have undertaken to the Stock Exchange that, so far as the same may be applicable, they will exercise the powers of the Company to make repurchases pursuant to the Repurchase Mandate and in accordance with the Listing Rules, the Memorandum of Association and Articles of Association of the Company, the laws of Hong Kong and the applicable laws of the Cayman Islands.

None of the Directors nor, to the best of their knowledge having made all reasonable enquiries, their close associates (as defined in the Listing Rules), have any present intention to sell any Shares to the Company or its subsidiaries under the Repurchase Mandate if the Repurchase Mandate is approved by the Shareholders.

No core connected persons (as defined in the Listing Rules) of the Company have notified the Company that they have a present intention to sell Shares to the Company or its subsidiaries, or have undertaken not to do so, in the event that the Repurchase Mandate is approved by the Shareholders.

Neither this explanatory statement nor the proposed share repurchase has unusual features.

The Company may cancel such repurchased Shares or hold them as Treasury Shares, subject to market conditions and the Group's capital management needs at the relevant time of the repurchases.

For any Treasury Shares deposited with CCASS pending resale on the Stock Exchange, the Company shall (i) procure its broker not to give any instructions to HKSCC to vote at general meetings of the Company for the Treasury Shares deposited with CCASS; and (ii) in the case of dividends or distributions, withdraw the Treasury Shares from CCASS, and either re-register them in its own name as Treasury Shares or cancel them, in each case before the record date for the dividends or distributions, or take any other measures to ensure that it will not exercise any shareholders' rights or receive any entitlements which would otherwise be suspended under the applicable laws if those Shares were registered in its own name as Treasury Shares.

EFFECT OF TAKEOVERS CODE AND PUBLIC FLOAT

If on the exercise of the power to repurchase Shares pursuant to the Repurchase Mandate, a Shareholder's proportionate interest in the voting rights of the Company increases, such increase will be treated as an acquisition for the purposes of Rule 32 of the Takeovers Code. As a result, a Shareholder or a group of Shareholders acting in concert could obtain or consolidate control of the Company and become obliged to make a mandatory offer in accordance with Rules 26 and 32 of the Takeovers Code.

As at the Latest Practicable Date, Mr. Jun LEI was deemed to be interested in 303,157,048 Shares of the Company, representing approximately 21.94% of the issued share capital of the Company. Among these 303,157,048 Shares, (i) 174,818,191 Shares were held by Color Link Management Limited, a British Virgin Islands company owned as to 100% by Mr. Jun LEI; (ii) 38,338,857 Shares were held by a wholly owned subsidiary of Xiaomi Corporation, a company controlled by Mr. Jun LEI under the SFO; and (iii) 90,000,000 Shares were deemed to be interested by Mr. Jun LEI under the SFO because under a voting consent agreement and its supplemental agreement entered into by Mr. Jun LEI and Mr. Pak Kwan KAU, Mr. Pak Kwan KAU will vote in the same way as Mr. Jun LEI with these shares.

In the event that the Directors exercised in full the power to repurchase the Shares under the Repurchase Mandate, the interest of Mr. Jun LEI will be increased to approximately 24.38% of the issued share capital of the Company.

In view of this, such increase will not give rise to an obligation on the part of Mr. Jun LEI to make a mandatory offer under the Takeovers Code. As such, as at the Latest Practicable Date, the Directors are not aware of any consequence which may arise under the Takeovers Code as a result of any repurchases made under the Repurchase Mandate.

The Company has no present intention to repurchase Shares to such extent as to result in the number of Shares held by the public being reduced to less than 25%.

SHARES REPURCHASE MADE BY THE COMPANY

During the six months preceding the Latest Practicable Date, the Company has repurchased a total of 23,543,400 Shares on the Stock Exchange, details of which are set out as follows:

Date of purchases		Number of Shares purchased	Price per Share	
			Highest price paid *HK$*	Lowest price paid *HK$*
1.	20 November 2025	1,426,400	28.80	27.26
2.	21 November 2025	347,000	29.00	28.64
3.	24 November 2025	34,800	29.62	28.36
4.	26 November 2025	344,800	29.04	28.94
5.	27 November 2025	348,000	28.76	28.68
6.	28 November 2025	349,000	28.66	28.62
7.	02 December 2025	351,200	28.56	28.38
8.	03 December 2025	356,200	28.14	28.00
9.	04 December 2025	355,600	28.20	27.74
10.	05 December 2025	356,600	28.46	27.92
11.	10 December 2025	345,000	29.20	28.60
12.	11 December 2025	352,200	28.50	28.20
13.	15 December 2025	702,800	28.62	28.26
14.	16 December 2025	712,400	28.20	27.92
15.	17 December 2025	228,400	28.44	27.94
16.	18 December 2025	176,800	28.40	28.12
17.	22 December 2025	354,000	28.32	28.16
18.	23 December 2025	708,400	28.38	28.14
19.	24 December 2025	352,200	28.46	28.26
20.	29 December 2025	713,600	28.16	27.88
21.	30 December 2025	354,200	28.30	28.04
22.	03 February 2026	344,400	29.34	28.58
23.	04 February 2026	1,088,600	28.00	27.18
24.	05 February 2026	728,400	27.50	27.28
25.	06 February 2026	1,114,200	27.00	26.80
26.	09 February 2026	729,000	27.50	27.22
27.	10 February 2026	361,600	27.86	27.54
28.	11 February 2026	355,200	28.20	27.90
29.	12 February 2026	721,000	27.96	27.54
30.	13 February 2026	725,000	27.76	27.38
31.	20 February 2026	732,200	27.50	27.02
32.	30 March 2026	1,322,400	22.88	22.42
33.	31 March 2026	892,400	22.66	22.26
34.	2 April 2026	885,600	22.70	22.38
35.	9 April 2026	434,000	23.14	22.82
36.	13 April 2026	1,346,200	22.42	22.20
37.	15 April 2026	424,800	23.60	23.36
38.	23 April 2026	1,237,400	24.30	24.14
39.	24 April 2026	831,400	24.20	23.74

The following are the particulars of the retiring Directors proposed to be re-elected at the Annual General Meeting in accordance with the Articles of Association of the Company:

Tao ZOU, aged 50, is currently an executive Director, the chief executive officer ("**CEO**") and a member of the Environmental, Social and Governance Committee of the Company. Mr. ZOU is a director and the acting CEO of Seasun Holdings Limited, the chairman of Beijing Kingsoft Office Software, Inc. (SSE STAR Market: 688111), and the chairman and the acting CEO of Kingsoft Cloud Holdings Limited (a company listed on the Stock Exchange, Stock Code: 03896 and NASDAQ: KC). Mr. ZOU also serves as a director of Xunlei Limited (NASDAQ: XNET) from 1 December 2016 to 2 April 2020, a director of 21Vianet Group, Inc. (NASDAQ: VNET) from 1 December 2016 to 14 December 2020, and a director of Cheetah Mobile Inc. (NYSE: CMCM) from 1 December 2016 to 30 June 2024. Mr. ZOU graduated from Nankai University in 1997. Mr. ZOU joined us in 1998 and was responsible for the development of our Kingsoft Powerword. Mr. ZOU has been responsible for our entertainment software business since 2004 and served as the CEO of Seasun Holdings Limited until January 2018. Mr. ZOU has served as acting CEO of Kingsoft Cloud Holdings Limited since 2022. Mr. ZOU has served as acting CEO of Seasun Holdings Limited since December 2025. Mr. ZOU has served as the chairman of Kingsoft Cloud Holdings Limited since March 2026.

Mr. ZOU became a senior vice president of the Company in December 2007 and has been an executive Director of the Company since August 2009 and the CEO of the Company since December 2016.

Mr. ZOU is also a director of certain subsidiaries of the Company.

Mr. ZOU has entered into a service contract as an executive Director with the Company. He is also subject to retirement by rotation and re-election at the annual general meeting of the Company in accordance with the Articles of Association of the Company.

As at the Latest Practicable Date, Mr. Tao ZOU was beneficially interested in 10,788,907 Shares, representing approximately 0.78% of the issued share capital of the Company. In addition, Mr. Tao ZOU was beneficially interested in (i) 18,123,462 shares of Seasun Holdings (a non-wholly owned subsidiary of the Company), representing 1.97% of the issued ordinary shares of Seasun Holdings Limited; and (ii) 2,000,000 shares of Kingsoft Cloud Holdings Limited (which is owned as to 32.94% by the Company and an associated corporation of the Company), representing 0.04% of the issued ordinary shares of Kingsoft Cloud Holdings Limited.

Save as disclosed above, as at the Latest Practicable Date, Mr. ZOU (i) had not held any other positions with any members of the Group; (ii) was not related to any Director, senior management or substantial Shareholder or other members of the Group; (iii) was not interested in the Shares within the meaning of Part XV of the SFO; and (iv) had not held any other directorships in any other listed public companies in the last three years.

Save as disclosed above, Mr. ZOU has confirmed that there is no other information required to be brought to the attention of the Shareholders or to be disclosed pursuant to Rule 13.51(2) of the Listing Rules in relation to his appointment as a non-executive director of the Company.

Pak Kwan KAU, aged 61, was re-designated from an executive Director to a non-executive Director of the Company with effect from 24 October 2011. Mr. KAU currently serves as a director of Beijing Kingsoft Office Software, Inc. (SSE STAR Market: 688111). Mr. KAU has been employed by us since 1988. He graduated from National Defense University of Science and Technology in China in 1984 with a bachelor's degree in Information Management Systems. Between 1984 and 1987, Mr. KAU worked at various Chinese companies as a software developer.

Mr. KAU started Kingsoft Software in 1988, and he was primarily responsible for the development of WPS 1.0 in 1988. Mr. KAU was named as one of the Top Ten Business Persons of the Year in 2000, one of the China Top Financial Figures of the Year in 2001 by CCTV, one of the Ten Most Influential Leaders in China's Games Industry at the inaugural China Game Industry Annual Conference in January 2005, and one of the Most Outstanding Entrepreneurs at 2009 China Game Industry Annual Conference held in December 2009. Mr. KAU was appointed as an acting CEO of the Company in December 2007. He was the CEO of the Company from May 2008 to 24 October 2011 when he resigned from the post. Mr. KAU was the Chairman of the Board of our Company until 5 July 2011.

Mr. KAU is also a director of certain subsidiaries of the Company.

Mr. KAU has entered into a service contract as a non-executive Director with the Company. He is also subject to retirement by rotation and re-election at the annual general meeting of the Company in accordance with the Articles of Association of the Company.

As at the Latest Practicable Date, Mr. Pak Kwan KAU was deemed to be interested in 90,000,000 Shares through Topclick Holdings Limited (a British Virgin Islands company wholly owned by Mr. Pak Kwan KAU), representing approximately 6.51% of the issued share capital of the Company. In addition, Mr. Pak Kwan KAU was beneficially interested in 2,000,000 shares of Kingsoft Cloud Holdings Limited (which is owned as to 32.94% by the Company and an associated corporation of the Company), representing 0.04% of the issued ordinary shares of Kingsoft Cloud Holdings Limited.

Save as disclosed above, as at the Latest Practicable Date, Mr. KAU (i) had not held any other positions with any members of the Group; (ii) was not related to any Director, senior management or substantial Shareholder or other members of the Group; (iii) was not interested in the Shares within the meaning of Part XV of the SFO; and (iv) had not held any other directorships in any other listed public companies in the last three years.

Save as disclosed above, Mr. KAU has confirmed that there is no other information required to be brought to the attention of the Shareholders or to be disclosed pursuant to Rule 13.51(2) of the Listing Rules in relation to his appointment as a non-executive director of the Company.

Leiwen YAO, aged 44, is a non-executive Director and a member of the Nomination Committee of the Company.

Mr. YAO is currently a Vice General Manager of the Investment Department in Tencent Holdings Limited ("**Tencent**", a company listed on the Stock Exchange, Stock Code: 700). He also serves as a non-executive director of Sipai Health Technology Co., Ltd. (a company listed on the Stock Exchange, Stock Code: 314) since October 2019, and as a non-executive director of TUHU Car Inc. (a company listed on the Stock Exchange, Stock Code: 9690) since October 2019.

Mr. YAO joined Tencent in 2011 as a senior investment manager, and was promoted to the Vice General Manager of the Investment Department in Tencent in 2018, responsible for managing the investment, merger and acquisition activities in the high-tech and enterprise services sectors. Prior to joining Tencent, he was an investment director at Mindray, a global medical instrumentation developer, manufacturer and marketer, in charge of merger and acquisition activities in the healthcare sector. Prior to that, he worked at Deutsche Bank as an investment associate.

Mr. YAO received his bachelor's degree in Economic Information Management and a master's degree in Finance from the University of International Business and Economics, and his master's degree in Business Administration from Institut Européen D' administration des Affaires (INSEAD).

Mr. YAO has entered into a service contract as a non-executive Director with the Company. He is also subject to retirement by rotation and re-election at the annual general meeting of the Company in accordance with the Articles of Association of the Company.

Save as disclosed above, as at the Latest Practicable Date, Mr. YAO (i) has not held any other positions with any members of the Group; (ii) is not related to any Director, senior management or substantial Shareholder or other members of the Group; (iii) is not interested in the shares of the Company within the meaning of Part XV of the SFO; (iv) has not held any other directorships in any other listed public companies in the last three years.

Save as disclosed above, Mr. YAO has confirmed that there is no other information required to be brought to the attention of the Shareholders or to be disclosed pursuant to Rule 13.51(2) of the Listing Rules in relation to his appointment as a non-executive Director.

Bo DU, aged 42, is an independent non-executive Director and a member of the Nomination Committee, the Remuneration Committee, the Audit Committee and the Environmental, Social and Governance Committee of the Company.

Mr. DU is a Distinguished Professor of Hongyi Honor College and a doctoral supervisor at Wuhan University. He currently serves as the director of the Office of Development Planning and Discipline Construction of Wuhan University, the director of the National Engineering Research Center for Multimedia Software, the executive deputy dean of the School of Artificial Intelligence of Wuhan University, and the director of the Hubei Key Laboratory of Multimedia and Network Communication Engineering. Mr. DU's research interests include artificial intelligence, computer vision, large models and medical image processing. Over the past five years, he has published more than 110 papers in IEEE Transactions and CCF Class A journals, with over 42,000 citations on Google Scholar and 50 ESI hot papers/highly cited papers.

Mr. DU has led more than 30 scientific research projects, including the National Key Research and Development Program (國家重點研發計劃項目), the NSFC for Distinguished Young Scholars (國家自然科學基金傑出青年科學基金), the Excellent Young Scientists Fund (優秀青年科學基金), the General Program (面上項目), the special program for COVID-19 pandemic, the "Open Competition Mechanism Project (揭榜掛帥)" of the MIIT, as well as major artificial intelligence projects of Hubei Province and creative research groups of Hubei Province. He also serves as an editorial board member of several journals, including IEEE Transactions on Image Processing, IEEE Transactions on Circuits and Systems for Video Technology, IEEE Transactions on Emerging Topics in Computational Intelligence, IEEE Transactions on Neural Networks and Learning Systems, Neural Networks and Pattern Recognition, and as a senior program committee member of CCF Class A conferences such as AAAI, IJCAI and KDD.

In terms of talent programs and academic honors, Mr. DU was awarded the NSFC for Distinguished Young Scholars in 2022, the NSFC for Excellent Young Scientists Fund in 2018, and was named a Hubei Provincial Distinguished Young Scholar (湖北省傑出青年) in 2017. He has also received the Xplorer Prize 2025 (2025年科學探索獎), the China Youth Science and Technology Award 2024 (2024年中國青年科技獎), the First Prize of Hubei Provincial Natural Science Award 2019

(2019年湖北省自然科學一等獎), and the Hubei Youth Science and Technology Innovation Award 2023 (2023年湖北省青年科技創新獎), among others. Mr. DU has been recognized as a Highly Cited Researcher (全球高被引學者) by Clarivate and a Highly Cited Chinese Researcher (中國高被引學者) by Elsevier. He has also received best/outstanding paper awards at international conferences, including IJCAI, IEEE TGRS, IEEE ICDM and MICCAI MLMI. Mr. DU obtained his bachelor's degree in engineering and doctoral degree in engineering from Wuhan University in 2005 and 2010, respectively.

Mr. DU has entered into a service contract as an independent non-executive Director with the Company. He is also subject to re-election at that meeting and thereafter in accordance with the Articles of Association of the Company.

Mr. DU has confirmed that he meets the independence criteria as set out in Rule 3.13 of the Listing Rules.

Save as disclosed above, as at the Latest Practicable Date, Mr. DU (i) has not held any other positions with any members of the Group; (ii) is not related to any Director, senior management or substantial Shareholder or other members of the Group; (iii) is not interested in the shares of the Company within the meaning of Part XV of the SFO; (iv) has not held any other directorships in any other listed public companies in the last three years.

Save as disclosed above, Mr. DU has confirmed that there is no other information required to be brought to the attention of the Shareholders or to be disclosed pursuant to Rule 13.51(2) of the Listing Rules in relation to his appointment as an independent non-executive Director.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
MEMORANDUM OF ASSOCIATION		
6.	The liability of the Members is limited.	The liability of the ~~**Members**~~ **Shareholders** is limited.
ARTICLES OF ASSOCIATION		
Definition	—	"Company's Website" means the website of the Company, the address or domain name of which has been notified to the Shareholders;
Definition	—	"Communication Facilities" means video, video-conferencing, internet or online conferencing applications, telephone or tele-conferencing and/or any other video-communication, internet or online conferencing application or telecommunications facilities by means of which all Persons participating in a meeting are capable of hearing and being heard by each other and all Shareholders' rights to speak and vote at the meeting are maintained;
Definition	—	"Corporate Communication" shall have the meaning given to it in the Listing Rules;
Definition	—	"Person" means any natural person, firm, company, joint venture, partnership, corporation, association or other entity (whether or not having a separate legal personality) or any of them as the context so requires;
Definition	—	"Present" means, in respect of any Person, such Person's presence at a general meeting of Shareholders, which may be satisfied by means of such Person or, if a corporation or other non-natural Person, its duly authorised representative (or, in the case of any Shareholder, a proxy which has been validly appointed by such Shareholder in accordance with the Articles), being: (a) physically present at the meeting; or (b) in the case of any meeting at which Communication Facilities are permitted in accordance with the Articles, including any Virtual Meeting, connected by means of the use of such Communication Facilities;

Ref No.	Before Amendment(s)	Proposed Amendment(s)
Definition	—	"Virtual Meeting" means any general meeting of Shareholders at which the Shareholders and any other permitted participants of such meeting (including, without limitation, the chairman of such meeting and any Directors) are permitted to attend and participate solely by means of Communication Facilities;
SHARES, WARRANTS AND MODIFICATION OF RIGHTS		
5	(a) If at any time the share capital of the Company is divided into different classes of Shares, all or any of the special rights attached to any class (unless otherwise provided for by the terms of issue of the Shares of that class) may, subject to the provisions of the Companies Act, be varied or abrogated with the sanction of a Special Resolution passed at a separate general meeting of the holders of the Shares of that class. To every such separate general meeting the provisions of these Articles relating to general meetings shall mutatis mutandis apply, but so that the necessary quorum shall be not less than two persons present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) holding or representing by proxy not less than one-third in nominal value of the issued Shares of that class.	(a) If at any time the share capital of the Company is divided into different classes of Shares, all or any of the special rights attached to any class (unless otherwise provided for by the terms of issue of the Shares of that class) may, subject to the provisions of the Companies Act, be varied or abrogated with the sanction of a Special Resolution passed at a separate general meeting of the holders of the Shares of that class. To every such separate general meeting the provisions of these Articles relating to general meetings shall mutatis mutandis apply, but so that the necessary quorum shall be not less than two persons ~~**present in person**~~**Present** (or, in the case of a Shareholder being a corporation, by its duly authorised representative) holding or representing by proxy not less than one-third in nominal value of the issued Shares of that class.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
REGISTER OF SHAREHOLDERS AND SHARE CERTIFICATES		
18	(b) The Company may, in the event of a change in the form of definitive Share certificate adopted by the Board, issue new definitive certificates to all holders of Shares appearing on the Register in replacement of old definitive certificates issued to such holders. The Board may resolve whether or not to require the return of the old certificates as a condition precedent to the issue of replacement certificates and, as regards any old certificates which have been lost or defaced, to impose such conditions (including as to indemnity) as the Board shall see fit. If the Board elects not to require the return of the old certificates, the same shall be deemed to have been cancelled and of no further effect for all purposes.	(b) **A Shareholder shall only be entitled to a share certificate if the Board resolve that share certificates shall be issued.** The Company may, in the event of a change in the form of definitive Share certificate adopted by the Board, issue new definitive certificates to **a~~ll~~any** holders of Shares appearing on the Register in replacement of old definitive certificates issued to such holders. The Board may resolve whether or not to require the return of the old certificates as a condition precedent to the issue of replacement certificates and, as regards any old certificates which have been lost or defaced, to impose such conditions (including as to indemnity) as the Board shall see fit. If the Board elects not to require the return of the old certificates, the same shall be deemed to have been cancelled and of no further effect for all purposes.
CALLS ON SHARES		
35	No Shareholder shall be entitled to receive any Dividend or bonus or to be present or vote (save as proxy or authorised representative for another Shareholder) at any general meeting, either personally, or (save as proxy or authorised representative for another Shareholder) by proxy, or be reckoned in a quorum, or to exercise any other privilege as a Shareholder until all calls or instalments due from him to the Company, whether alone or jointly or jointly and severally with any other person, together with interest and expenses (if any) shall have been paid.	No Shareholder shall be entitled to receive any Dividend or bonus or to be **pP**resent or vote (save as proxy or authorised representative for another Shareholder) at any general meeting, either personally, or (save as proxy or authorised representative for another Shareholder) by proxy, or be reckoned in a quorum, or to exercise any other privilege as a Shareholder until all calls or instalments due from him to the Company, whether alone or jointly or jointly and severally with any other person, together with interest and expenses (if any) shall have been paid.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
	GENERAL MEETINGS	
62	At all times during the Relevant Period, the Company shall in each financial year hold a general meeting as its annual general meeting in addition to any other meeting in that financial year and shall specify the meeting as such in the notice calling it. Each annual general meeting shall be held within six Months after the end of the Company's financial year (or any longer period authorised by the HK Stock Exchange) in the Relevant Territory or elsewhere, as may be determined by the Board and at such time and place as the Board, shall appoint. A meeting of the Shareholders or any class thereof may be held by means of such telephone, electronic or other communication facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and participation in such a meeting shall constitute presence at such meetings.	At all times during the Relevant Period, the Company shall in each financial year hold a general meeting as its annual general meeting in addition to any other meeting in that financial year and shall specify the meeting as such in the notice calling it. Each annual general meeting shall be held within six Months after the end of the Company's financial year (or any longer period authorised by the HK Stock Exchange) in the Relevant Territory or elsewhere, as may be determined by the Board and at such time and place **(which, in the case of a Virtual Meeting, includes a virtual place)** as the Board, shall appoint. A meeting of the Shareholders or any class thereof may be held by means of such telephone, electronic or other communication facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and participation in such a meeting shall constitute presence at such meetings.
65	An annual general meeting and an extraordinary general meeting called for the passing of a Special Resolution shall be called by at least 21 days' notice in writing, and a meeting of the Company other than an annual general meeting or an extraordinary general meeting for the passing of a Special Resolution shall be called by at least 14 days' notice in writing. The notice shall be exclusive of the day on which it is served or deemed to be served and of the day for which it is given, and shall specify the place, the day, the hour and the agenda of the meeting and particulars of the resolutions to be considered at that meeting and in case of special business (as defined in Article 67), the general nature of that business, and shall be given, in manner hereinafter mentioned or in such other manner, if any, as may be prescribed by the Company in general meeting, to such persons as are, under these Articles, entitled to receive such notices from the Company, provided that a meeting of the Company shall notwithstanding that it is called by shorter notice than that specified in this Article be deemed to have been duly called if it is so agreed:	An annual general meeting and an extraordinary general meeting called for the passing of a Special Resolution shall be called by at least 21 days' notice in writing, and a meeting of the Company other than an annual general meeting or an extraordinary general meeting for the passing of a Special Resolution shall be called by at least 14 days' notice in writing. The notice shall be exclusive of the day on which it is served or deemed to be served and of the day for which it is given, and shall specify the place **(which, in the case of a Virtual Meeting, includes a virtual place)**, the day, the hour and the agenda of the meeting and particulars of the resolutions to be considered at that meeting and in case of special business (as defined in Article 67), the general nature of that business, and shall be given, in manner hereinafter mentioned or in such other manner, if any, as may be prescribed by the Company in general meeting, to such persons as are, under these Articles, entitled to receive such notices from the Company, provided that a meeting of the Company shall notwithstanding that it is called by shorter notice than that specified in this Article be deemed to have been duly called if it is so agreed:

Ref No.	Before Amendment(s)	Proposed Amendment(s)
66A	If, after the notice of a general meeting has been sent but before the meeting is held, or after the adjournment of a general meeting but before the adjourned meeting is held (whether or not notice of the adjourned meeting is required), the Board, in its absolute discretion, considers that it is impractical or unreasonable for any reason to hold a general meeting on the date or at the time and place specified in the notice calling such meeting, it may change or postpone the meeting to another date, time and place in accordance with Article 66C.	If, after the notice of a general meeting has been sent but before the meeting is held, or after the adjournment of a general meeting but before the adjourned meeting is held (whether or not notice of the adjourned meeting is required), the Board, in its absolute discretion, considers that it is impractical or unreasonable for any reason to hold a general meeting on the date or at the time and place **(which, in the case of a Virtual Meeting, includes a virtual place)** specified in the notice calling such meeting, it may change or postpone the meeting to another date, time and place **(which, in the case of a Virtual Meeting, includes a virtual place)** in accordance with Article 66C.
66C	(ii) the Board shall fix the date, time and place for the reconvened meeting and at least seven clear days' notice shall be given for the reconvened meeting by one of the means specified in Article 180; and such notice shall specify the date, time and place at which the postponed meeting will be reconvened, and the date and time by which proxies shall be submitted in order to be valid at such reconvened meeting (provide that any proxy submitted for the original meeting shall continue to be valid for the reconvened meeting unless revoked or replaced by a new proxy); and	(ii) the Board shall fix the date, time and place **(which, in the case of a Virtual Meeting, includes a virtual place)** for the reconvened meeting and at least seven clear days' notice shall be given for the reconvened meeting by one of the means specified in Article 180; and such notice shall specify the date, time and place **(which, in the case of a Virtual Meeting, includes a virtual place)** at which the postponed meeting will be reconvened, and the date and time by which proxies shall be submitted in order to be valid at such reconvened meeting (provide that any proxy submitted for the original meeting shall continue to be valid for the reconvened meeting unless revoked or replaced by a new proxy); and
66D	—	The notice of any general meeting (including a postponed or reconvened meeting held pursuant to Article 66A, Article 66B or Article 66C) at which Communication Facilities will be utilised (including any Virtual Meeting) shall specify the Communication Facilities that will be utilised, including the procedures to be followed by any Shareholder or other participant of the general meeting who wishes to utilise such Communication Facilities for the purpose of attending, participating and voting at such meeting.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
66E	—	The Chairman of any general meeting shall be entitled to attend and participate at such general meeting by means of Communication Facilities, and to act as the Chairman, in which event: (i) the Chairman shall be deemed to be Present at the meeting; and (ii) if the Communication Facilities are interrupted or fail for any reason to enable the Chairman to hear and be heard by all other Persons attending and participating at the meeting, then the Directors Present at the meeting shall choose another Director Present to act as Chairman of the meeting for the remainder of the meeting; provided that if (i) no other Director is Present at the meeting, or (ii) all the Directors Present decline to take the chair, the meeting shall be automatically adjourned to the same day in the next week and at such time and place (whether physical or virtual) as shall be decided by the Directors.
PROCEEDINGS AT GENERAL MEETINGS		
68	Unless otherwise specified, for all purposes the quorum for a general meeting shall be 2 Shareholders present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy and entitled to vote. No business shall be transacted at any general meeting unless the requisite quorum shall be present at the time when the meeting proceeds to business and continues to be present until the conclusion of the meeting.	Unless otherwise specified, for all purposes the quorum for a general meeting shall be 2 Shareholders ~~**present**~~**Present ~~in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy and entitled to vote~~**. No business shall be transacted at any general meeting unless the requisite quorum shall be **Pp**resent at the time when the meeting proceeds to business and continues to be **Pp**resent until the conclusion of the meeting.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
69	If within 15 minutes from the time appointed for the meeting a quorum is not present the meeting, if convened upon the requisition of Shareholders, shall be dissolved, but in any other case it shall stand adjourned to the same day in the next week and at such time and place (which, in the case of a Virtual Meeting, includes a virtual place) as shall be decided by the Board, and if at such adjourned meeting a quorum is not present within 15 minutes from the time appointed for holding the meeting, the Shareholder or the Shareholders present in person (or, in the case of a Shareholder being a corporation by its duly authorised representative) or by proxy and entitled to vote shall be a quorum and may transact the business for which the meeting was called.	If within 15 minutes from the time appointed for the meeting a quorum is not **Pp**resent the meeting, if convened upon the requisition of Shareholders, shall be dissolved, but in any other case it shall stand adjourned to the same day in the next week and at such time and place **(which, in the case of a Virtual Meeting, includes a virtual place)** as shall be decided by the Board, and if at such adjourned meeting a quorum is not **Pp**resent within 15 minutes from the time appointed for holding the meeting, the Shareholder or the Shareholders ~~**present in person (or, in the case of a Shareholder being a corporation by its duly authorised representative) or by proxy**~~**Present** and entitled to vote shall be a quorum and may transact the business for which the meeting was called.
70	The Chairman (if any) of the Board or if he is absent or declines to take the chair at such meeting, the Vice Chairman (if any) shall take the chair at every general meeting, or, if there be no such Chairman or Vice Chairman, or, if at any general meeting neither of such Chairman or Vice Chairman is present within 15 minutes after the time appointed for holding such meeting, or both such persons decline to take the chair at such meeting, the Directors present shall choose one of their number as Chairman of the meeting, and if no Director be present or if all the Directors present decline to take the chair or if the Chairman chosen shall retire from the chair, then the Shareholders present shall choose one of their number to be Chairman of the meeting.	The Chairman (if any) of the Board or if he is absent or declines to take the chair at such meeting, the Vice Chairman (if any) shall take the chair at every general meeting, or, if there be no such Chairman or Vice Chairman, or, if at any general meeting neither of such Chairman or Vice Chairman is **Pp**resent within 15 minutes after the time appointed for holding such meeting, or both such persons decline to take the chair at such meeting, the Directors **Pp**resent shall choose one of their number as Chairman of the meeting, and if no Director be **Pp**resent or if all the Directors **Pp**resent decline to take the chair or if the Chairman chosen shall retire from the chair, then the Shareholders **Pp**resent shall choose one of their number to be Chairman of the meeting.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
71	The Chairman of the meeting may, with the consent of any general meeting at which a Power to quorum is present, and shall, if so directed by the meeting, adjourn any meeting from meeting, time to time and from place to place as the meeting shall determine. Whenever a meeting adjourned is adjourned for 14 days or more, at least 7 clear days' notice, specifying the place, the day and the hour of the adjourned meeting shall be given in the same manner as in the case of an original meeting but it shall not be necessary to specify in such notice the nature of the business to be transacted at the adjourned meeting. Save as aforesaid, no notice of an adjournment or of the business to be transacted at any adjourned meeting needs to be given nor shall any Shareholder be entitled to any such notice. No business shall be transacted at an adjourned meeting other than the business which might have been transacted at the meeting from which the adjournment took place.	The Chairman of the meeting may, with the consent of any general meeting at which a Power to quorum is **P~~p~~**resent, and shall, if so directed by the meeting, adjourn any meeting from meeting, time to time and from place to place as the meeting shall determine. Whenever a meeting adjourned is adjourned for 14 days or more, at least 7 clear days' notice, specifying the place **(which, in the case of a Virtual Meeting, includes a virtual place)**, the day and the hour of the adjourned meeting shall be given in the same manner as in the case of an original meeting but it shall not be necessary to specify in such notice the nature of the business to be transacted at the adjourned meeting. Save as aforesaid, no notice of an adjournment or of the business to be transacted at any adjourned meeting needs to be given nor shall any Shareholder be entitled to any such notice. No business shall be transacted at an adjourned meeting other than the business which might have been transacted at the meeting from which the adjournment took place.
72	At any general meeting a resolution put to the vote of the meeting shall be decided by way of a poll, save that the Chairman of the meeting may, in good faith, allow a poll resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands, in which case each Shareholder present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy(ies) shall have one vote, provided that where more than one proxy is appointed by a Shareholder which is a Clearing House (or its nominee(s)), each such proxy shall have one vote on a show of hands. For the purposes of this Article, procedural and administrative matters are those that: (i) are not on the agenda of the general meeting or in any supplementary circular that may be issued by the Company to the Shareholders; and (ii) relate to the Chairman's duties to maintain the orderly conduct of the meeting and/or allow the business of the meeting to be properly and effectively dealt with, whilst allowing all Shareholders a reasonable opportunity to express their views.	At any general meeting a resolution put to the vote of the meeting shall be decided by way of a poll, save that the Chairman of the meeting may, in good faith, allow a poll resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands, in which case each Shareholder ~~**present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy(ies)**~~**Present** shall have one vote, provided that where more than one proxy is appointed by a Shareholder which is a Clearing House (or its nominee(s)), each such proxy shall have one vote on a show of hands. For the purposes of this Article, procedural and administrative matters are those that: (i) are not on the agenda of the general meeting or in any supplementary circular that may be issued by the Company to the Shareholders; and (ii) relate to the Chairman's duties to maintain the orderly conduct of the meeting and/or allow the business of the meeting to be properly and effectively dealt with, whilst allowing all Shareholders a reasonable opportunity to express their views.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
72	(a) at least 2 Shareholders present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy for the time being entitled to vote at the meeting; or	(a) at least 2 Shareholders ~~**present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy**~~**Present** for the time being entitled to vote at the meeting; or
72	(b) any Shareholder or Shareholders present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy and representing not less than one-tenth of the total voting rights of all the Shareholders having the right to vote at the meeting; or	(b) any Shareholder or Shareholders ~~**present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy**~~**Present** and representing not less than one-tenth of the total voting rights of all the Shareholders having the right to vote at the meeting; or
72	(c) any Shareholder or Shareholders present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy and holding Shares conferring a right to vote at the meeting being Shares on which an aggregate sum has been paid up equal to not less than one-tenth of the total sum paid up on all the Shares conferring that right.	(c) any Shareholder or Shareholders ~~**present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy**~~**Present** and holding Shares conferring a right to vote at the meeting being Shares on which an aggregate sum has been paid up equal to not less than one-tenth of the total sum paid up on all the Shares conferring that right.
74	If a poll is required or demanded as aforesaid, it shall (subject as provided in Article 75) be taken in such manner (including the use of ballot or voting papers or tickets) and at such time and place not being more than thirty days from the date of the meeting or adjourned meeting at which the poll was required or demanded as the Chairman of the meeting directs. No notice need be given of a poll not taken immediately. The result of the poll shall be deemed to be the resolution of the meeting at which the poll was required or demanded. The demand for a poll may be withdrawn, with the consent of the Chairman, at any time before the close of the meeting at which the poll was demanded or the taking of the poll, whichever is the earlier.	If a poll is required or demanded as aforesaid, it shall (subject as provided in Article 75) be taken in such manner (including the use of ballot or voting papers or tickets **or electronic means**) and at such time and place **(which, in the case of a Virtual Meeting, includes a virtual place)** not being more than thirty days from the date of the meeting or adjourned meeting at which the poll was required or demanded as the Chairman of the meeting directs. No notice need be given of a poll not taken immediately. The result of the poll shall be deemed to be the resolution of the meeting at which the poll was required or demanded. The demand for a poll may be withdrawn, with the consent of the Chairman, at any time before the close of the meeting at which the poll was demanded or the taking of the poll, whichever is the earlier.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
	VOTES OF SHAREHOLDERS	
79	Subject to any special rights, privileges or restrictions as to voting for the time being attached to any class or classes of Shares, at any general meeting on a show of hands every Shareholder who is present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy shall (save as provided otherwise in this Article) have one (1) vote, and on a poll every Shareholder present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy, shall have one vote for every Share of which he is the holder which is fully paid or credited as fully paid (but so that no amount paid or credited as paid on a Share in advance of calls or instalments shall be treated for the purposes of this Article as paid on the Share). On a poll a Shareholder entitled to more than one vote need not use all his votes or cast all his votes in the same way. Notwithstanding anything contained in these Articles, where more than one proxy is appointed by a Shareholder which is a Clearing House (or its nominee(s)), each such proxy shall have one vote on a show of hands.	Subject to any special rights, privileges or restrictions as to voting for the time being attached to any class or classes of Shares, at any general meeting on a show of hands every Shareholder who is ~~**present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy**~~**Present** shall (save as provided otherwise in this Article) have one (1) vote, and on a poll every Shareholder ~~**present in person (or, in the case of a Shareholder being a corporation, by its duly authorised representative) or by proxy**~~**Present**, shall have one vote for every Share of which he is the holder which is fully paid or credited as fully paid (but so that no amount paid or credited as paid on a Share in advance of calls or instalments shall be treated for the purposes of this Article as paid on the Share). On a poll a Shareholder entitled to more than one vote need not use all his votes or cast all his votes in the same way. Notwithstanding anything contained in these Articles, where more than one proxy is appointed by a Shareholder which is a Clearing House (or its nominee(s)), each such proxy shall have one vote on a show of hands.
81	Where there are joint registered holders of any Share, any one of such persons may Joint holders vote at any meeting, either personally or by proxy, in respect of such Share as if he were solely entitled thereto; but if more than one of such joint holders be present at any meeting personally or by proxy, that one of the said persons so present whose name stands first on the Register in respect of such Share shall alone be entitled to vote in respect thereof. Several executors or administrators of a deceased Shareholder, and several trustees in bankruptcy or liquidators of a Shareholder in whose name any Share stands shall for the purposes of this Article be deemed joint holders thereof.	Where there are joint registered holders of any Share, any one of such persons may Joint holders vote at any meeting, either personally or by proxy, in respect of such Share as if he were solely entitled thereto; but if more than one of such joint holders be **Pp**resent at any meeting personally or by proxy, that one of the said persons so **Pp**resent whose name stands first on the Register in respect of such Share shall alone be entitled to vote in respect thereof. Several executors or administrators of a deceased Shareholder, and several trustees in bankruptcy or liquidators of a Shareholder in whose name any Share stands shall for the purposes of this Article be deemed joint holders thereof.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
83	Save as expressly provided in these Articles or otherwise determined by the Board, no person other than a Shareholder duly registered and who shall have paid everything for the time being due from him payable to the Company in respect of his Shares shall be entitled to be present or to vote (save as proxy or authorised representative for another Shareholder) whether personally, by proxy or by attorney or to be reckoned in the quorum, at any general meeting.	Save as expressly provided in these Articles or otherwise determined by the Board, no person other than a Shareholder duly registered and who shall have paid everything for the time being due from him payable to the Company in respect of his Shares shall be entitled to be **~~present or to vote (save as proxy or authorised representative for another Shareholder) whether personally, by proxy or by attorney~~Present** or to be reckoned in the quorum, at any general meeting.
APPOINTMENT OF PROXY AND CORPORATE REPRESENTATIVE		
88	The instrument appointing a proxy and, if requested by the Board, the power of attorney or other authority (if any) under which it is signed or a notarially certified copy of that power or authority shall be deposited at such place or one of such places (if any) as is specified in the notice of meeting or in the instrument of proxy issued by the Company (or, if no place is specified, at the Registration Office) not less than 48 hours before the time for holding the meeting or adjourned meeting or poll (as the case may be) at which the person named in such instrument proposes to vote, and in default the instrument of proxy shall not be treated as valid. No instrument appointing a proxy shall be valid after the expiration of 12 Months from the date of its execution, except at an adjourned meeting or on a poll demanded at a meeting or an adjourned meeting in a case where the meeting was originally held within 12 Months from such date. Delivery of an instrument appointing a proxy shall not preclude a Shareholder from attending and voting in person (or in the case of a Shareholder being a corporation, its duly authorised representative) at the meeting or upon the poll concerned and, in such event, the instrument appointing a proxy shall be deemed to be revoked.	The instrument appointing a proxy and, if requested by the Board, the power of attorney or other authority (if any) under which it is signed or a notarially certified copy of that power or authority shall be deposited at such place or one of such places (if any) as is specified in the notice of meeting or in the instrument of proxy issued by the Company (or, if no place is specified, at the Registration Office) not less than 48 hours before the time for holding the meeting or adjourned meeting or poll (as the case may be) at which the person named in such instrument proposes to vote, and in default the instrument of proxy shall not be treated as valid. No instrument appointing a proxy shall be valid after the expiration of 12 Months from the date of its execution, except at an adjourned meeting or on a poll demanded at a meeting or an adjourned meeting in a case where the meeting was originally held within 12 Months from such date. Delivery of an instrument appointing a proxy shall not preclude a Shareholder from **~~attending~~Presenting** and voting **~~in person~~** (or in the case of a Shareholder being a corporation, its duly authorised representative) at the meeting or upon the poll concerned and, in such event, the instrument appointing a proxy shall be deemed to be revoked.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
92	(a) Any corporation which is a Shareholder may, by resolution of its directors or other governing body or by power of attorney, authorise such person as it thinks fit to act as its representative at any meeting of the Company or of any class of Shareholders of the Company, and the person so authorised shall be entitled to vote and to exercise the same rights and powers on behalf of the corporation which he represents as that corporation could exercise if it were an individual Shareholder of the Company. References in these Articles to a Shareholder present in person at a meeting shall, unless the context otherwise requires, include a corporation which is a Shareholder represented at the meeting by such duly authorised representative.	(a) Any corporation which is a Shareholder may, by resolution of its directors or other governing body or by power of attorney, authorise such person as it thinks fit to act as its representative at any meeting of the Company or of any class of Shareholders of the Company, and the person so authorised shall be entitled to vote and to exercise the same rights and powers on behalf of the corporation which he represents as that corporation could exercise if it were an individual Shareholder of the Company. References in these Articles to a Shareholder **Pp**resent ~~**in person**~~ at a meeting shall, unless the context otherwise requires, include a corporation which is a Shareholder represented at the meeting by such duly authorised representative.
DIVIDENDS AND RESERVES		
167	Unless otherwise directed by the Board, any Dividend or other moneys payable or bonuses, rights or other distributions in respect of any Share may be paid or satisfied by cheque or warrant or certificate or other documents or evidence of title sent through the post to the registered address of the Shareholder entitled, or, in the case of joint holders, to the registered address of that one whose name stands first in the Register in respect of the joint holding or to such person and to such address as the holder or joint holders may in writing direct. Every cheque, warrant, certificate or other document or evidence of title so sent shall be made payable to the order of the person to whom it is sent or, in the case of certificates or other documents or evidence of title as aforesaid, in favour of the Shareholder(s) entitled thereto, and the payment on any such cheque or warrant by the banker upon whom it is drawn shall operate as a good discharge to the Company in respect of the Dividend and/or other moneys represented thereby, notwithstanding that it may subsequently appear that the same has been stolen or that any endorsement thereon has been forged. Every such cheque, warrant, certificate or other document or evidence of title as aforesaid shall be sent at the risk of the person entitled to the Dividend, money, bonus, rights and other distributions represented thereby.	Unless otherwise directed by the Board, any Dividend or other moneys payable or bonuses, rights or other distributions in respect of any Share may be paid or satisfied by **wire transfer or** cheque or warrant or certificate or other documents or evidence of title sent through the post to the registered address of the Shareholder entitled, or, in the case of joint holders, to the registered address of that one whose name stands first in the Register in respect of the joint holding or to such person and to such address as the holder or joint holders may in writing direct. Every cheque, warrant, certificate or other document or evidence of title so sent shall be made payable to the order of the person to whom it is sent or, in the case of certificates or other documents or evidence of title as aforesaid, in favour of the Shareholder(s) entitled thereto, and the payment on any such cheque or warrant by the banker upon whom it is drawn shall operate as a good discharge to the Company in respect of the Dividend and/or other moneys represented thereby, notwithstanding that it may subsequently appear that the same has been stolen or that any endorsement thereon has been forged. Every such cheque, warrant, certificate or other document or evidence of title as aforesaid shall be sent at the risk of the person entitled to the Dividend, money, bonus, rights and other distributions represented thereby.

Ref No.	Before Amendment(s)	Proposed Amendment(s)
	NOTICES	
180	(A)(ii) Except where otherwise expressly stated, any notice or document (including a share certificate) may be served on or delivered to any Shareholder either personally or by sending it through the post in a prepaid envelope or wrapper addressed to such Shareholder at his registered address as appearing in the register or by leaving it at that address addressed to the Shareholder or by any other means authorised in writing by the Shareholder concerned or (in the case of a notice) by publishing it by way of advertisement in the Newspapers. In case of joint holders of a share, all notices shall be given to that one of the joint holders whose name stands first in the register and notice so given shall be sufficient notice to all the joint holders. Without limiting the generality of the foregoing but subject to the Companies Act and the Listing Rules, a notice or document may be served or delivered by the Company to any Shareholder by electronic means to such address as may from time to time be authorised by the Shareholder concerned or by publishing it on a computer network and notifying the Shareholder concerned, in such manner as he may from time to time authorise, that it has been so published.	(A)(ii) Except where otherwise expressly stated, any notice or document (including a share certificate) may be served on or delivered to any Shareholder either personally or by sending it through the post in a prepaid envelope or wrapper addressed to such Shareholder at his registered address as appearing in the register or by leaving it at that address addressed to the Shareholder or by any other means authorised in writing by the Shareholder concerned or (in the case of a notice) by publishing it by way of advertisement in the Newspapers**, or by placing it on the Company's Website and the HK Stock Exchange's website; or (in the case of notice) by advertisement published in the manner prescribed in the Listing Rules**. In case of joint holders of a share, all notices shall be given to that one of the joint holders whose name stands first in the register and notice so given shall be sufficient notice to all the joint holders. Without limiting the generality of the foregoing but subject to the Companies Act and the Listing Rules, a notice or document may be served or delivered by the Company to any Shareholder by electronic means to such address as may from time to time be authorised by the Shareholder concerned or by publishing it on a computer network and notifying the Shareholder concerned, in such manner as he may from time to time authorise, that it has been so published.
	UNTRACEABLE SHAREHOLDERS	
192	The Company may exercise the power to cease sending cheques for Dividend entitlements or Dividend warrants by post if such cheques or warrants remain uncashed on 2 consecutive occasions or after the first occasion on which such a cheque or warrant is returned undelivered.	The Company may exercise the power to cease sending **wire transfers or** cheques for Dividend entitlements or Dividend warrants by post if such **wire transfers or** cheques or warrants remain uncashed on 2 consecutive occasions or after the first occasion on which such a **wire transfer,** cheque or warrant is returned undelivered.

Stock code: 688111 Stock abbreviation: Kingsoft Office

Beijing Kingsoft Office Software, Inc.
北京金山辦公軟件股份有限公司
2026 Restricted Share Incentive Scheme
(Draft)

WARNING: The contents of this Incentive Scheme and the documents referred to in it have not been reviewed by any regulatory authority in Hong Kong or elsewhere. You are advised to exercise caution in relation to the offer of the Restricted Shares under this Incentive Scheme. If you are in any doubt about any of the contents of this Incentive Scheme, you should obtain independent professional advice.

Beijing Kingsoft Office Software, Inc.
April 2026

DISCLAIMER

The board of directors and all directors of the Company guarantee that there are no false representations or misleading statements contained in, or material omissions from, this announcement, and accept responsibilities for the truthfulness, accuracy and completeness of its contents in accordance with law.

All Incentive Participants of the Company undertake that, where false representations or misleading statements in or material omissions from the information disclosure documents of the Company result in non-compliance with the conditions of grant or Vesting arrangements, the Incentive Participants concerned shall return to the Company all interests gained through the Incentive Scheme calculated from the date when it is confirmed that the relevant information disclosure documents of the Company contain false representations, misleading statements or material omissions.

SPECIAL NOTICE

I. The Incentive Scheme is formulated in accordance with the Company Law of the People's Republic of China (《中華人民共和國公司法》), the Securities Law of the People's Republic of China (《中華人民共和國證券法》), the Rules Governing the Listing of Stocks on the STAR Market of Shanghai Stock Exchange (《上海證券交易所科創板股票上市規則》), the Management Measures for Share Incentive Scheme Adopted by Listed Companies (《上市公司股權激勵管理辦法》), the Guidelines for Self-discipline Supervision of Companies Listed on the STAR Market No. 4 — Disclosure of Information on Share Incentives (《科創板上市公司自律監管指南第4號 — 股權激勵信息披露》), the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (《香港聯合交易所有限公司證券上市規則》) and other relevant laws, regulations and regulatory documents, as well as the Articles of Association of Beijing Kingsoft Office Software, Inc. (《北京金山辦公軟件股份有限公司章程》).

II. The incentive instruments adopted in this Incentive Scheme are Restricted Shares (Type II Restricted Shares). The source of the shares is the ordinary A shares of the Company to be issued to the Incentive Participants by Beijing Kingsoft Office Software, Inc. (hereinafter referred to as the "**Company**" or the "**Listed Company**") or the ordinary A shares to be repurchased by the Company on the secondary market.

Incentive Participants that meet the conditions for the grant under the Incentive Scheme, upon satisfaction of the Vesting Conditions, shall receive in tranches the ordinary A shares newly issued by the Company at the Grant Price or the ordinary A shares purchased by the Company on the secondary market, such shares will be registered or transferred by way of non-trading at the Shanghai Branch of China Securities Depository and Clearing Corporation Limited. Prior to the Vesting, the Restricted Shares granted to the Incentive Participants do not carry any rights of the shareholders of the Company, and such Restricted Shares shall not be transferred or used to guarantee or repay debts.

III. A maximum of 1,000,000 Restricted Shares may be granted to the Incentive Participants under the Incentive Scheme, representing approximately 0.22% of the total share capital of the Company of 463,372,121 shares as at the date of the announcement of the draft Incentive Scheme, among which, 800,000 Restricted Shares will be granted under the First Grant, which accounts for approximately 0.17% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme and no less than 80.00% of the total Restricted Shares available under the Incentive Scheme; 200,000 Restricted Shares will be granted under the Reserved Grant, which accounts for approximately 0.04% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme and no more than 20.00% of the total Restricted Shares available under the Incentive Scheme.

The Company's 2023 Restricted Share Incentive Scheme (Draft) was considered and approved at the 2022 Annual General Meeting of the Company, the Company's 2024 Restricted Share Incentive Scheme (Draft) was considered and approved at the 2023 Annual General Meeting of the Company and the Company's 2025 Restricted Share Incentive Scheme (Draft) was considered and approved at the 2024 Annual General Meeting of the Company, which are still under implementation. As at the date of the announcement of the draft Incentive Scheme, the maximum number of Restricted Shares granted and to be granted under all effective share schemes (including the Incentive Scheme) of the Company shall not exceed 10.00% of the total share capital of the Company as at the date on which the Incentive Scheme is submitted for approval at General Meeting and Kingsoft General Meeting. The maximum number of Restricted Shares granted and to be granted to any one of the Incentive Participants under all effective share schemes (including the Incentive Scheme) of the Company shall not exceed 1.00% of the total share capital of the Company as at the date on which the Incentive Scheme is submitted for approval at the General Meeting and Kingsoft General Meeting.

IV. The Grant Price of the Restricted Shares under the Scheme shall not be less than RMB125.58 per share. Subject to the control of the share-based payment expenses by the Company, the board of directors of the Company would be authorized to finalize the Grant Price based on the closing price of the Company's shares as at the Grant Date, provided that the Grant Price shall not be less than RMB125.58 per share.

In the event of any capitalisation issue, bonus issue, sub-division or consolidation of shares, rights issue or distribution of dividends of the Company during the period from the date of the announcement of the draft Incentive Scheme to the completion of the Vesting of Restricted Shares by the Incentive Participants, the Grant Price and number of Restricted Shares to be granted/vested shall be adjusted in accordance with the relevant rules of the Incentive Scheme accordingly.

V. The total number of Incentive Participants proposed for the First Grant under the Incentive Scheme is 365, including senior management, core management personnel and technical backbones employed with the Company (including subsidiaries) as at the date of the announcement of the Scheme.

The Incentive Participants for the Reserved Grant refer to the Incentive Participants who are not determined when the Incentive Scheme is approved at the General Meeting and Kingsoft General Meeting but have been included in the Incentive Scheme during the Validity Period of the Incentive Scheme and who shall be determined by the board of directors of the Company within 12 months since the date on which the Incentive Scheme is considered and approved at the General Meeting and Kingsoft General Meeting. The reserved interest shall lapse where the Incentive Participants for the Reserved Grant are not determined after 12 months from the aforesaid date. The Incentive Participants of the Reserved Grant shall be determined with reference to the standard of the First Grant.

VI. The Validity Period of the Incentive Scheme commences from the date of the First Grant of the Restricted Shares until the date on which all Restricted Shares granted to the Incentive Participants have vested or lapsed and canceled by the Company. The Validity Period shall not exceed 60 months. The Restricted Shares granted to the Incentive Participants shall be vested in tranches as per the agreed proportions, and it is a prerequisite for each Vesting to meet the corresponding Vesting Conditions.

VII. None of the following circumstances under which the implementation of the share incentive shall not be conducted as stipulated in Article 7 of the Management Measures for Share Incentive Scheme Adopted by Listed Companies (《上市公司股權激勵管理辦法》) has occurred to the Company:

1. an audit report on the financial and accounting report for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

2. an audit report on internal control over financial reporting for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

3. in the most recent 36 months upon listing, there have been cases of failure to distribute profits according to laws and regulations, the Articles of Association and public undertakings;

4. laws and regulations stipulate that share incentives shall not be implemented;

5. other circumstances as determined by the CSRC.

VIII. The Incentive Participants under the Incentive Scheme exclude the Company's independent directors, shareholders individually or jointly holding 5% or more of the shares of the Listed Company, de facto controller of the Listed Company and their spouses, parents and children. Incentive Participants have satisfied the provisions of Article 8 of the Management Measures for Share Incentive Scheme Adopted by Listed Companies, and are not subject to any following circumstances where a person is prohibited from being an Incentive Participant:

1. being identified as an inappropriate candidate by the SSE within the most recent 12 months;

2. being identified as an inappropriate candidate by the CSRC and its delegated institutions within the most recent 12 months;

3. being subject to administrative penalties or market ban measures by the CSRC and its delegated institutions due to material non-compliance with laws and regulations in the most recent 12 months;

4. being prohibited from acting as a director or a member of the senior management of the Company under the Company Law;

5. being prohibited from participation in share schemes of listed companies by laws and regulations;

6. other circumstances as determined by the CSRC.

IX. The Company undertakes not to provide loans, guarantee for their loans and any other forms of financial assistance to the Incentive Participants to obtain relevant Restricted Shares according to the Incentive Scheme, which may harm the interests of the Company.

X. The Incentive Scheme shall be submitted to the board of directors of the Company for consideration and approval, and shall be implemented after being considered and approved at the General Meeting and Kingsoft General Meeting.

XI. Within 60 days from the date on which the Incentive Scheme is considered and approved at the General Meeting and Kingsoft General Meeting (whichever is later), the Company shall convene a board meeting to make grants to the Incentive Participants under the First Grant in accordance with the relevant requirements, and complete announcement and other relevant procedures. If the Company fails to complete the above work within the 60-day period, it shall timely disclose the reasons for the failure and terminate the implementation of the Incentive Scheme, and the Restricted Shares that have not been granted shall lapse and be canceled by the Company. According to the requirements of the Management Measures for Share Incentive Scheme Adopted by Listed Companies, the period during which a listed company may not make grants is not counted within the 60 days.

XII. The implementation of the Incentive Scheme will not result in the shareholding distribution not meeting the listing requirements.

XIII. In the event of any discrepancies between this special notice and the main text, the main text shall prevail.

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CHAPTER I DEFINITIONS

Unless otherwise specified, capitalised terms shall have the same meanings as those hereinafter defined:

Kingsoft Office, the Company, our Company, the Listed Company	Beijing Kingsoft Office Software, Inc.
The Incentive Scheme, the Scheme	the 2026 Restricted Share Incentive Scheme of Beijing Kingsoft Office Software, Inc.
Restricted Shares, Type II Restricted Shares	the Shares of the Company to be obtained in tranches and registered by the Incentive Participants who meet the conditions for grant under the Incentive Scheme after meeting the corresponding Vesting Conditions
Incentive Participants	in accordance with the provisions of the Incentive Scheme, the senior management, core management personnel and technical backbones employed with the Company (including its subsidiaries) to receive the Restricted Shares
Grant Date	the date on which the Company grants the Restricted Shares to the Incentive Participants
Grant Price	the price of each Restricted Share granted to the Incentive Participants
Validity Period	the period commencing on the date of the First Grant and ending on the date on which all Restricted Shares granted to the Incentive Participants have been vested or lapsed and canceled by the Company
Vesting	the act of registering the Restricted Shares by the Listed Company to the account of an Incentive Participant after the Vesting Conditions having been satisfied by the Incentive Participant
Vesting Conditions	the Vesting Conditions as stipulated under the Incentive Scheme which must be satisfied by an Incentive Participant in order to obtain the incentive shares
Vesting Date	the date on which the registration of the granted Restricted Shares is completed after the Vesting Conditions having been satisfied by an Incentive Participant, which must be a trading day
Kingsoft	Kingsoft Corporation Limited
General Meeting	the general meeting of the Company
Kingsoft General Meeting	the general meeting of Kingsoft Corporation Limited

Company Law	the Company Law of the People's Republic of China
Securities Law	the Securities Law of the People's Republic of China
Management Measures	the Management Measures for Share Incentive Scheme Adopted by Listed Companies (《上市公司股權激勵管理辦法》)
STAR Market Listing Rules	the Rules Governing the Listing of Stocks on the STAR Market of Shanghai Stock Exchange
Hong Kong Listing Rules	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited
Guidelines for Self-discipline	the Guidelines for Self-discipline Supervision of Companies Listed on the STAR Market No. 4 — Disclosure of Information on Share Incentives (《科創板上市公司自律監管指南第4號 — 股權激勵信息披露》)
Articles of Association	Articles of Association of Beijing Kingsoft Office Software, Inc.
CSRC	the China Securities Regulatory Commission
SSE	Shanghai Stock Exchange
Stock exchange	the stock exchange where the shares of the Company is listed
RMB, RMB'000	RMB, RMB'000

Note 1: Unless otherwise stated, the financial data and financial indicators referenced herein shall mean the financial data on a consolidated basis and financial indicators calculated based on such financial data.

Note 2: Some figures shown as totals herein may not be an arithmetic aggregation of the figures preceding them due to rounding adjustments.

CHAPTER II PURPOSE AND PRINCIPLE OF THE INCENTIVE SCHEME

I. Purpose of the Incentive Scheme

To further establish and improve the Company's long-term incentive mechanism, attract and retain outstanding personnel, fully mobilise the enthusiasm of the Company's core team members, effectively align the interests of shareholders and the Company with the individual interests of the Company's core team members, and enable all parties to jointly focus on and contribute to the long-term development of the Company, and under the premise of fully safeguarding the interests of shareholders, the Incentive Scheme is formulated following the principle of incentives equivalent to constraints in accordance with the relevant laws, regulations and regulatory documents including the Company Law, the Securities Law, the Management Measures, the STAR Market Listing Rules, the Hong Kong Listing Rules and the Guidelines for Self-discipline and the relevant provisions of the Articles of Association.

II. Summary of other incentive schemes and long-term incentive mechanism

As of the date of the announcement of the Incentive Scheme, the Company is implementing the 2023 Restricted Share Incentive Scheme, the 2024 Restricted Share Incentive Scheme and the 2025 Restricted Share Incentive Scheme. The Incentive Scheme and other incentive schemes, which are currently being implemented, are independent of, and not connected with each other.

(I) 2023 Restricted Share Incentive Scheme

The 2023 Restricted Share Incentive Scheme was considered at the 9th Meeting of the Third Session of the Board of Directors convened on 19 April 2023, and was considered and approved at the annual general meeting held by Kingsoft Corporation Limited on 24 May 2023, and the 2022 Annual General Meeting of the Company convened on 6 June 2023, and became effective. On 6 June 2023, the Company made the First Grant of 800,400 Type II Restricted Shares to 157 Incentive Participants, which accounts for 0.17% of the total share capital of the Company at the time of the Grant. On 28 December 2023, the Company granted 199,600 Type II Restricted Shares reserved to 21 Incentive Participants, which accounts for 0.04% of the total share capital of the Company at the time of the Grant.

(II) 2024 Restricted Share Incentive Scheme

The 2024 Restricted Share Incentive Scheme was considered at the 17th Meeting of the Third Session of the Board of Directors convened on 23 April 2024, and was considered and approved at the annual general meeting held by Kingsoft Corporation Limited on 23 May 2024, and the 2023 Annual General Meeting of the Company convened on 28 May 2024, and became effective. On 29 May 2024, the Company granted 798,000 Type II Restricted Shares to 157 Incentive Participants under the First Grant, which accounts for 0.17% of the total share capital of the Company at the time of the Grant. On 27 December 2024, the Company granted 199,000 reserved Type II Restricted Shares to 26 incentive participants, which accounts for 0.04% of the total share capital of the Company at the time of the Grant.

(III) 2025 Restricted Share Incentive Scheme

The 2025 Restricted Share Incentive Scheme was considered at the 24th Meeting of the Third Session of the Board of Directors convened on 23 April 2025, and was considered and approved at the annual general meeting held by Kingsoft Corporation Limited on 29 May 2025, and the 2024 Annual General Meeting of the Company convened on 4 June 2025, and became effective. On 4 June 2025, the Company granted 2,791,000 Type II Restricted Shares to 198 Incentive Participants under the First Grant, which accounts for 0.60% of the total share capital of the Company at the time of the Grant. On 29 December 2025, the Company granted 669,000 reserved Type II Restricted Shares to 47 Incentive Participants, which accounts for 0.14% of the total share capital of the Company at the time of the Grant.

CHAPTER III ADMINISTRATIVE BODIES OF THE INCENTIVE SCHEME

I. The General Meeting, as the body vested with the supreme authority of the Company, is responsible for consideration and approval of the implementation, change and termination of the Incentive Scheme. The General Meeting may authorise the board of directors of the Company to deal with certain matters related to the Incentive Scheme to the extent of its authority.

II. The board of directors of the Company shall act as the executive and administrative body for the Incentive Scheme and be responsible for the implementation of the Incentive Scheme. The Remuneration and Appraisal Committee (the "**Remuneration Committee**") under the board of directors of the Company is responsible for drafting and revising the Incentive Scheme and submitting the same to the board of directors of the Company for consideration. Upon consideration and approval of the Incentive Scheme, the board of directors of the Company will submit the Incentive Scheme to the General Meeting and Kingsoft General Meeting. The board of directors of the Company may handle other matters related to the Incentive Scheme within its scope of authority as delegated by the General Meeting and Kingsoft General Meeting.

III. The Remuneration Committee is the supervisory body of the Incentive Scheme and shall express their opinions on whether the Incentive Scheme is beneficial to the sustainable development of the Company or is significantly detrimental to the interests of the Company and the shareholders as a whole. The Remuneration Committee shall supervise whether the implementation of the Incentive Scheme complies with the relevant laws, regulations, regulatory documents and the rules of the stock exchange and shall be responsible for reviewing the list of Incentive Participants. The independent directors are responsible for granting Restricted Shares to the Company's directors, chief executive officers or substantial shareholders or their respective associates in advance.

IV. If the Company changes the Incentive Scheme prior to the consideration and approval at the General Meeting and Kingsoft General Meeting, the amended Incentive Scheme is subject to consideration and approval by the Remuneration Committee and the Board of Directors. The Remuneration Committee shall express independent opinions on whether the amended scheme is beneficial to the sustainable development of the Company or is significantly detrimental to the interests of the Company and the shareholders as a whole.

V. Prior to making grants to the Incentive Participants by the Company, the Remuneration Committee shall express clear opinions on the conditions for the Incentive Participants to be granted under the Incentive Scheme. If there is any difference between the interest granted by the Company to the Incentive Participants and the arrangements under the Incentive Scheme, the Remuneration Committee shall simultaneously issue clear opinions.

VI. Prior to the Vesting of the Restricted Shares granted to the Incentive Participants, the Remuneration Committee shall issue clear opinions as to whether the Vesting Conditions of the Incentive Participants as set out in the Incentive Scheme have been fulfilled.

CHAPTER IV BASIS FOR DETERMINATION AND SCOPE OF THE INCENTIVE PARTICIPANTS

I. Basis for determination of the Incentive Participants

1. Legal basis for determining the Incentive Participants

The Incentive Participants of the Incentive Scheme are determined after taking into account the actual circumstances of the Company and in accordance with the relevant laws, regulations, regulatory documents including the Company Law, the Securities Law, the Management Measures, the STAR Market Listing Rules, the Guidelines for Self-discipline and the Hong Kong Listing Rules, as well as the relevant provisions of the Articles of Association.

2. Functional basis for determining the Incentive Participants

The Incentive Participants under the Incentive Scheme are senior management, core management personnel, technical backbones employed with the Company (including its subsidiaries) as at the date of the announcement of the Incentive Scheme. The list of the Incentive Participants eligible for the Incentive Scheme shall be verified and determined by the Remuneration Committee. The Incentive Participants exclude the Company's independent directors, shareholders individually or collectively holding 5% or more of the shares of the Listed Company, de facto controller of the Listed Company and their spouses, parents and children.

II. Scope of the Incentive Participants

1. The total number of Incentive Participants for the First Grant under the Incentive Scheme is 365, accounting for 6.04% of the total number of employees of the Company, including:

   (1) senior management;

   (2) core management personnel;

   (3) technical backbones.

   According to the overall strategic plan of the Company, the above-mentioned Incentive Participants for the First Grant are divided into two categories for differentiated setting. Category I and Category II Incentive Participants include a total of 27 and 338 respectively.

   All Incentive Participants must remain an employment or labour relationship with the Company or its subsidiaries at the time of granting the Restricted Shares by the Company and within the appraisal period under the Incentive Scheme. If the circumstances of the Incentive Participants change before the actual grant of the Restricted Shares by the board of directors of the Company, the board of directors of the Company may make appropriate adjustments to the actual Incentive Participants.

2. The Incentive Participants of the Incentive Scheme may include certain foreign employees and employees from Hong Kong, Macau and Taiwan. The reason for the Company to include them in the Incentive Scheme is that: there is high reliance for high-tech talents in the software industry in which the Company operates. Foreign employees and employees from Hong Kong, Macau and Taiwan that are intended to be included in the Incentive Scheme play a pivotal role in areas such as research and development, technology and management, which are the Company's core high-tech talents, and belong to the Company's key incentive scope. The implementation of share incentives can stabilize existing talents and attract new outstanding talents. The inclusion of foreign employees in the Incentive Scheme will contribute to the Company's long-term development.

Name WANG*Jian (王*建)	Nationality Macau, China
Name CHAO*Tong (晁*曈)	Nationality Hong Kong, China
Name YANG*Hui (楊*慧)	Nationality Hong Kong, China

3. The Incentive Participants for the Reserved Grant refer to the Incentive Participants who are not determined when the Incentive Scheme is approved at the General Meeting and Kingsoft General Meeting but have been included in the Incentive Scheme during the Validity Period of the Incentive Scheme and who shall be determined by the board of directors of the Company within 12 months since the date on which the Incentive Scheme is considered and approved at the General Meeting and Kingsoft General Meeting. The reserved interest shall lapse where the Incentive Participants for the Reserved Grant are not determined after 12 months from the aforesaid date. The Incentive Participants of the Reserved Grant shall be determined with reference to the standard of the First Grant.

III. Verification of the Incentive Participants

1. After the Incentive Scheme has been considered and approved by the board of directors of the Company, the Company shall publish the names and positions of the Incentive Participants for not less than 10 days within the Company.

2. The Remuneration Committee will review the list of Incentive Participants, fully listen to the public opinions, and disclose the explanation of the Remuneration Committee on the review and publication of the list of Incentive Participants 5 days before the Incentive Scheme is considered at the General Meeting and Kingsoft General Meeting (whichever is earlier). The list of Incentive Participants adjusted by the board of directors of the Company shall also be verified by the Remuneration Committee.

CHAPTER V INCENTIVE METHOD, SOURCE, NUMBER AND ALLOCATION OF RESTRICTED SHARES

I. Incentive method and source of shares under the Incentive Scheme

The incentive instruments adopted in the Incentive Scheme are Type II Restricted Shares, the source of shares is the ordinary A shares to be issued by the Company to the Incentive Participants or the ordinary A shares of the Company to be repurchased by the Company on the secondary market.

II. Number of Restricted Shares to be granted

A maximum of 1,000,000 Restricted Shares may be granted to the Incentive Participants under the Incentive Scheme, representing approximately 0.22% of the total share capital of the Company of 463,372,121 shares as at the date of the announcement of the draft Incentive Scheme, among which, 800,000 Restricted Shares will be granted under the First Grant, which accounts for no less than 80.00% of the total Restricted Shares available under the Incentive Scheme and approximately 0.17% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme; 200,000 Restricted Shares will be granted under the Reserved Grant which accounts for no more than 20.00% of the total Restricted Shares available under the Incentive Scheme and approximately 0.04% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme.

In particular, a maximum of 177,900 Restricted Shares may be granted to the Category I Incentive Participants under the First Grant, which accounts for approximately 17.79% of the total Restricted Shares available under the Incentive Scheme, representing approximately 0.04% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme; a maximum of 622,100 Restricted Shares may be granted to the Category II Incentive Participants, which accounts for approximately 62.21% of the total Restricted Shares available under the Incentive Scheme, representing approximately 0.13% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme.

The 2023 Restricted Share Incentive Scheme of the Company which was considered and approved at the 2022 annual general meeting of the Company, the 2024 Restricted Share Incentive Scheme of the Company which was considered and approved at the 2023 annual general meeting of the Company and the 2025 Restricted Share Incentive Scheme of the Company which was considered and approved at the 2024 annual general meeting of the Company are still under implementation. As at the date of announcement of the draft Incentive Scheme, the maximum number of Restricted Shares granted and to be granted under all effective share schemes (including the Incentive Scheme) of the Company shall not exceed 10.00% of the total share capital of the Company as at the date on which the Incentive Scheme is submitted for approval at the General Meeting and Kingsoft General Meeting. The maximum number of Restricted Shares granted and to be granted to any one of the Incentive Participants under all effective share schemes (including the Incentive Scheme) of the Company shall not exceed 1.00% of the total share capital of the Company as at the date on which the Incentive Scheme is submitted for approval at the General Meeting and Kingsoft General Meeting.

In the event of any capitalization issue, bonus issue, sub-division, rights issue or share consolidation of the Company during the period from the date of announcement of the draft Incentive Scheme to the completion of Vesting of Restricted Shares by the Incentive Participants, the price of the Restricted Shares and the number of Restricted Shares to be granted/vested shall be adjusted accordingly.

III. Allocation of the Restricted Shares to the Incentive Participants

The distribution of the Restricted Shares granted under the Incentive Scheme among the Incentive Participants is as follows:

	Name	Nationality	Position	Number of Restricted Shares granted (Thousand Shares)	Percentage of the total number of Restricted Shares granted	Percentage to the total share capital as at the date of announcement of the Incentive Scheme
	Category I Incentive Participants					
I.	Senior management					
	/	/	/	/	/	/
II.	Core management personnel, technical backbones (27 persons in total)			177.90	17.79%	0.038%
	Category II Incentive Participants					
I.	Senior management					
	PAN Lei (潘磊)	China	Board Secretary	5.00	0.50%	0.001%
II.	Core management personnel, technical backbones (337 persons in total)			617.10	61.71%	0.133%
First Grant				**800.00**	**80.00%**	**0.173%**
Reserved Grant				**200.00**	**20.00%**	**0.043%**
Total				**1,000.00**	**100.00%**	**0.216%**

Note 1: As at the date of the announcement of the draft Incentive Scheme, the number of underlying shares of the Company granted to any one of the above Incentive Participants through all effective share schemes of the Company (including the Incentive Scheme) does not exceed 1% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme. As at the date of the announcement of the draft Incentive Scheme, the total number of underlying shares involved in all effective share schemes (including the Incentive Scheme) of the Company shall not exceed 10% of the total share capital of the Company as at the date of the announcement of the draft Incentive Scheme. If an Incentive Participant voluntarily renounces the grant for personal reasons, the board of directors of the Company shall adjust the number of grant accordingly and the Incentive Participant may reduce the number of Restricted Shares subscribed due to insufficient funds when subscribing for Restricted Shares.

Note 2: The Incentive Participants under the Scheme exclude independent directors, shareholders individually or collectively holding 5% or more of the shares of the Listed Company, de facto controller of the Listed Company, and their respective spouses, parents and children.

Note 3: The aggregate number of issued shares and shares to be issued for the interests granted to any one Incentive Participant in the Incentive Scheme in the past 12 months shall not exceed 0.1% of the relevant class of issued share capital of the Company at the time of the announcement of the draft Incentive Scheme.

CHAPTER VI VALIDITY PERIOD, GRANT DATE, VESTING ARRANGEMENT AND BLACK-OUT PERIOD OF INCENTIVE SCHEME

I. Validity Period of the Incentive Scheme

The Validity Period of the Incentive Scheme commences from the date of the First Grant of the Restricted Shares until the date on which all Restricted Shares granted to the Incentive Participants have been vested or lapsed and canceled by the Company. The Validity Period shall not exceed 60 months.

II. Grant Date of the Incentive Scheme

The Grant Date shall be determined by the board of directors of the Company after the Incentive Scheme is considered and approved at the General Meeting and Kingsoft General Meeting. The Company shall, within 60 days after the approval at the General Meeting and Kingsoft General Meeting (whichever is later), convene a Board meeting to make grants to the Incentive Participants under the First Grant in accordance with the relevant requirements, and complete the announcement(s) and other relevant procedures. If the Company fails to complete the above work within the 60-day period, it shall disclose the reasons for such failure and terminate the implementation of the Scheme, and the Restricted Shares that have not been granted shall lapse and be canceled by the Company. The period during which a listed company shall not make grant is not counted within the 60 days.

The Reserved Grant shall be made within 12 months after the Incentive Scheme is considered and approved at the General Meeting and Kingsoft General Meeting. If the Incentive Participants are not determined for more than 12 months, the Reserved Grant shall lapse.

The Grant Date must be a trading day and no grants shall be made during the following periods:

(I) The Company shall not grant the relevant interests after inside information has come to its knowledge until (and including) the trading day after the announcement of the relevant information. In particular, no such interest shall be granted within one month immediately before the earliest of:

1. the date of the board meeting for approving any annual, half-year, quarterly or any other interim results of the Company; and

2. the deadline by which the Company is required to announce its annual, half-year results, or the deadline for announcing quarterly or any other interim results under the STAR Market Listing Rules. The relevant restrictions end on the date of the announcement of the results. No interest may be granted for the period during which the announcement of the results is delayed.

(II) Other periods as prescribed by the stock exchange.

III. Vesting arrangements of the Incentive Scheme

(I) The Restricted Shares granted under the Incentive Scheme may be vested in tranches as per the agreed proportions upon the Incentive Participants satisfying the corresponding Vesting Conditions. The Vesting Date must be a trading day, and the period during which Vesting is not permitted under the listing rules of the stock exchange is not included.

The Restricted Shares granted to the Incentive Participants shall not be vested in the following periods:

1) Within fifteen days prior to the announcement of the Company's annual reports and of the semi-annual reports prepared under the STAR Market Listing Rules and other laws, regulations and regulatory documents, or in the event of postponement in publishing the above-mentioned annual reports and the semi-annual reports for special reasons, fifteen days prior to the original announcement date and ending on one day prior to the announcement date;

2) Five days prior to the release of the Company's quarterly reports, results forecast or preliminary report prepared under the STAR Market Listing Rules and other laws, regulations and regulatory documents;

3) From the date of a major event which may have a material impact on the trading price of the Company's securities and derivatives or during the process of decision making until the date of legal disclosure of the same;

4) Other periods stipulated by the stock exchange.

If the relevant regulations of the stock exchange regarding the Vesting period change during the Validity Period of the Incentive Scheme, the Vesting Date shall comply with the relevant laws, regulations and regulatory documents after the amendment.

The Vesting period and Vesting arrangement of Restricted Shares to be granted under the Incentive Scheme shall not be less than 12 months. The specific Vesting period and Vesting arrangement of Restricted Shares to be granted under the First Grant of the Incentive Scheme is as follows:

Category I Incentive Participants

Vesting arrangement	**Time of Vesting**	**Percentage of the number of vesting interests to the total number of granted interests**
First Vesting Period	From the first trading day after the expiry of 12 months following the date of the Grant until the last trading day within the 24 months following the date of the Grant	33%
Second Vesting Period	From the first trading day after the expiry of 24 months following the date of the Grant until the last trading day within the 36 months following the date of the Grant	33%
Third Vesting Period	From the first trading day after the expiry of 36 months following the date of the Grant until the last trading day within the 48 months following the date of the Grant	34%

Category II Incentive Participants

Vesting arrangement	Time of Vesting	Percentage of the number of vesting interests to the total number of granted interests
First Vesting Period	From the first trading day after the expiry of 12 months following the date of the Grant until the last trading day within the 24 months following the date of the Grant	50%
Second Vesting Period	From the first trading day after the expiry of 24 months following the date of the Grant until the last trading day within the 36 months following the date of the Grant	50%

If the Restricted Shares under the Reserved Grant of the Incentive Scheme is granted in 2026, the Vesting period and Vesting arrangement of the Restricted Shares under the Reserved Grant are the same as the Vesting period and Vesting arrangement of the Restricted Shares granted to the Category I Incentive Participants under the First Grant.

If the Restricted Shares under the Reserved Grant of the Incentive Scheme is granted in 2027, the Vesting period and Vesting arrangement of the Restricted Shares under the Reserved Grant are shown as follows:

Vesting arrangement	Time of Vesting	Percentage of the number of vesting interests to the total number of granted interests
First Vesting Period	From the first trading day after the expiry of 12 months following the date of the Grant until the last trading day within the 24 months following the date of the Grant	50%
Second Vesting Period	From the first trading day after the expiry of 24 months following the date of the Grant until the last trading day within the 36 months following the date of the Grant	50%

Restricted Shares that do not vest within the above-mentioned agreed period or that cannot be applied for Vesting for that period due to failure to meet the Vesting Conditions shall not be vested and shall lapse and be canceled by the Company.

Prior to the Vesting, the Restricted Shares granted to the Incentive Participants under the Incentive Scheme shall not be transferred or used to guarantee or repay debts. For the Restricted Shares granted to the Incentive Participants but not yet vested, shares increased due to capitalisation issue, bonus issue, etc. are also subject to the Vesting Conditions, and shall not be transferred or used to guarantee or repay debts. Where the Restricted Shares are not allowed to be vested at that time, shares obtained for the aforementioned reasons shall also not be vested.

IV. Black-out period under the Incentive Scheme

The black-out period refers to the period during which the Restricted Shares granted to the Incentive Participants are restricted to be sold after the Vesting. There is no black-out period for the Restricted Share granted under the Incentive Scheme after they are vested. For the Incentive Participants who are directors and senior management of the Company, the black-out provisions shall be implemented in accordance with the Company Law, the Securities Law, the Interim Measures on the Management of Shareholding Reduction by Shareholders of Listed Companies (《上市公司股東減持股份管理暫行辦法》), the Rules on the Management of Shares Held by the Directors and Senior Management of Listed Companies and the Changes Thereof (《上市公司董事和高級管理人員所持本公司股份及其變動管理規則》) and Guidelines No. 15 of the Shanghai Stock Exchange for Self-regulation of Listed Companies — Shareholding Reduction by Shareholders, Directors and Senior Executives (《上海證券交易所上市公司自律監管指引第15號 — 股東及董事、高級管理人員減持股份》) and other relevant laws, regulations and regulatory documents and the Articles of Association, including but not limited to:

1. For the Incentive Participants who are directors and senior management of the Company, the shareholding reduction through call auctions, bulk transactions and transfer by agreement, etc. each year during their terms of office determined at the time of appointment and within six months after the expiration of their terms of office shall not exceed 25% of the total number of the Company's shares held by them, except for changes in shares due to judicial enforcement, inheritance, legacy, lawful division of property, etc. No shares of the Company held by them may be reduced within six months after their termination of office.

2. For Incentive Participants who are directors and senior management of the Company, if they have sold the Company's shares held by them or their spouse, parents or children within 6 months after purchasing such shares, or if they have purchased the shares within 6 months after selling their shares, the gains obtained therefrom shall be attributed to the Company and the board of directors of the Company shall forfeit the gains.

3. During the Validity Period of the Incentive Scheme, if the relevant requirements under the relevant laws, regulations, regulatory documents including the Company Law, the Securities Law, the Interim Measures on the Management of Shareholding Reduction by Shareholders of Listed Companies, the Rules on the Management of Shares Held by the Directors, Supervisors and Senior Management of Listed Companies and the Changes Thereof and Guidelines No. 15 of the Shanghai Stock Exchange for Self-regulation of Listed Companies — Shareholding Reduction by Shareholders, Directors, Supervisors and Senior Executives as well as the Articles of Association regarding the transfer of shares held by the directors and senior management of the Company are changed, the transfer of the shares of the Company held by the Incentive Participants under this section shall comply with the requirements as amended at the time of transfer.

CHAPTER VII GRANT PRICE OF THE RESTRICTED SHARES AND THE BASIS FOR DETERMINATION THEREOF

I. Grant Price of the Restricted Shares

The Grant Price of the Restricted Shares shall not be less than RMB125.58 per share. Subject to the control of the share-based payment expenses by the Company, the board of directors of the Company would be authorized to finalize the Grant Price based on the closing price of the Company's shares as at the Grant Date, provided that the Grant Price shall not be less than RMB125.58 per share.

II. Basis for determining the Grant Price of the Restricted Shares

1. Pricing Methodology

The Grant Price of the Restricted Shares under this Incentive Scheme shall not be lower than the par value of the shares, and shall not be lower than the higher of the following prices.

The average trading price of the Shares of the Company on one trading day preceding the date of announcement of the draft Incentive Scheme is RMB125.58, which is 50% of RMB251.16 per share;

The average trading price of the Shares of the Company on the 20 trading days preceding the date of announcement of the draft Incentive Scheme is RMB122.05, which is 50% of RMB244.10 per share.

2. Basis for price determination

The Company has arrived at the Grant Price and pricing methodology upon taking into account factors including the continuity of the equity incentive culture of the Company, the prevailing market price per share of the Company, the roles and responsibilities of the Incentive Participants, the effectiveness of the Incentive Scheme and the impact of the share payment costs of the Company, with the fundamental aim of promoting the development of the Company, and safeguarding the rights and interests of shareholders, furthering stabilizing and motivating the core team with the principle of balance between incentives and restraints, providing an incentive and restraint mechanism and guaranteeing availability of talents for the long-term and stable development of the Company, and reflect the actual incentive needs of the Company. In addition, talents are the most important core competitiveness for software companies. The Company attaches great importance to establishing talent teams, and fully ensuring the effectiveness of share incentives is an important way to stabilize core talents. The Incentive Participants are high-quality science and technology talents and senior management talents, and long-term and effective incentive policies are required to attract and retain talents. Moreover, the implementation of share incentives is an effective supplement to the existing remuneration of employees, and the future gains of the Incentive Participants depend on the Company's future performance.

In summary, on the basis of complying with relevant laws and regulations and regulatory documents, the Grant Price of the Restricted Shares under the Incentive Scheme shall not be less than RMB125.58 per share. The implementation of the Incentive Scheme will further stabilize its workforce and achieve the in-depth binding of the interests between employees and shareholders.

III. Basis for determining the Grant Price of the Restricted Shares under the Reserved Grant

The Grant Price of the Restricted Shares under the Reserved Grant shall be the same as the Grant Price of the Restricted Shares under the First Grant and shall not be less than RMB125.58 per share. Prior to granting the Restricted Shares under the Reserved Grant, the Company shall convene a board meeting to consider and approve the relevant proposals and disclose the grant details. The board of directors of the Company would be authorized to finalize the Grant Price based on the closing price of the Company's Shares as at the Grant Date for the Reserved Grant, provided that the Grant Price shall not be less than RMB125.58 per share.

CHAPTER VIII GRANT AND VESTING CONDITIONS OF THE RESTRICTED SHARES

I. Conditions for grant of the Restricted Shares

The Company shall grant the Restricted Shares to the Incentive Participants upon satisfaction of all of the following granting conditions; or conversely, if any of the following granting conditions has not been satisfied, no Restricted Shares shall be granted to the Incentive Participants.

(I) None of the following has occurred on the part of the Company:

1. an audit report on the financial and accounting report for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

2. an audit report on internal control over financial reporting for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

3. in the most recent 36 months upon listing, there have been cases of failure to distribute profits according to laws and regulations, the Articles of Association and public undertakings;

4. laws and regulations stipulate that share incentives shall not be implemented;

5. other circumstances as determined by the CSRC.

(II) None of the following has occurred on the part of the Incentive Participants:

1. being identified as an inappropriate candidate by the SSE within the most recent 12 months;

2. being identified as an inappropriate candidate by the CSRC and its delegated institutions within the most recent 12 months;

3. being subject to administrative penalties or market ban measures by the CSRC and its delegated institutions due to material non-compliance with laws and regulations in the most recent 12 months;

4. being prohibited from acting as a director or a member of the senior management of the Company under the Company Law;

5. being prohibited from participation in share schemes of listed companies by laws and regulations;

6. other circumstances as determined by the CSRC.

II. Conditions for Vesting of the Restricted Shares

Restricted Shares granted to the Incentive Participants need to satisfy all of the following Vesting Conditions before they are vested in tranches:

(I) None of the following has occurred on the part of the Company:

1. an audit report on the financial and accounting report for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

2. an audit report on internal control over financial reporting for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

3. in the most recent 36 months upon listing, there have been cases of failure to distribute profits according to laws and regulations, the Articles of Association and public undertakings;

4. laws and regulations stipulate that share incentives shall not be implemented;

5. other circumstances as determined by the CSRC.

(II) None of the following has occurred on the part of the Incentive Participants:

1. being identified as an inappropriate candidate by the SSE within the most recent 12 months;

2. being identified as an inappropriate candidate by the CSRC and its delegated institutions within the most recent 12 months;

3. subject to administrative penalties or market ban measures by the CSRC and its delegated institutions due to material non-compliance with laws and regulations in the last 12 months;

4. being prohibited from acting as a director or a member of the senior management of the Company under the Company Law;

5. being prohibited from participation in share schemes of listed companies by laws and regulations;

6. other circumstances as determined by the CSRC.

In the event that any one of the circumstances specified in the above subparagraph (I) arises, the Restricted Shares that have been granted but have not yet been vested to all of the Incentive Participants under the Incentive Scheme shall not be vested and shall lapse and be canceled by the Company. In the event that the Incentive Participants are responsible for circumstances under which the Company shall not implement share incentives, or the Restricted Shares shall not be granted to an Incentive Participant as specified in the above subparagraph (II), the Restricted Shares that have been granted but have not yet been vested to such Incentive Participant shall not be vested and shall lapse and be canceled by the Company.

(III) Incentive Participants satisfying the requirements on length of employment in each Vesting period

Before each tranche of Restricted Shares granted to the Incentive Participants is vested, the length of employment of the Incentive Participant must be more than 12 months in the Company (including subsidiaries).

(IV) Performance assessment requirements at the Company level

1. The performance assessment at the Company level of Category I Incentive Participants under the First Grant

The assessment year of the performance at the Company level of Category I Incentive Participants under the First Grant is for the three accounting years from 2026 to 2028, and shall be assessed once in each accounting year. The specific assessment targets are as follows:

Vesting Period	Assessment year	Based on the performance in 2025, the ratio of overseas operating revenue to base (A)		Based on the performance in 2025, the ratio of operating revenue from WPS 365 business to base (B)	
		Target value (Am)	Trigger value (An)	Target value (Bm)	Trigger value (Bn)
First Vesting Period	2026	The overseas operating revenue in 2026 is not less than 150.00% of the base	The overseas operating revenue in 2026 is not less than 140.00% of the base	The revenue from WPS 365 business in 2026 is not less than 130.00% of the base	The revenue from WPS 365 business in 2026 is not less than 125.00% of the base
Second Vesting Period	2027	The cumulative overseas operating revenue for two years from 2026 to 2027 is not less than 375.00% of the base	The cumulative overseas operating revenue for two years from 2026 to 2027 is not less than 336.00% of the base	The cumulative revenue from WPS 365 business from 2026 to 2027 is not less than 299.00% of the base	The cumulative revenue from WPS 365 business from 2026 to 2027 is not less than 281.25% of the base
Third Vesting Period	2028	The cumulative overseas operating revenue for three years from 2026 to 2028 is not less than 712.50% of the base	The cumulative overseas operating revenue for three years from 2026 to 2028 is not less than 610.40% of the base	The cumulative revenue from WPS 365 business for the three years from 2026 to 2028 is not less than 518.70% of the base	The cumulative revenue from WPS 365 business for the three years from 2026 to 2028 is not less than 476.56% of the base

Note: 1. "Overseas operating revenue" refers to the Company's overseas non-advertising business revenue recorded in US dollars;

2. The above assessment targets are calculated based on the publicly disclosed reports of the Company for the relevant year.

Assessment indicators	Performance completion level	Vesting ratio at the Company level (X1)	Assessment indicators	Performance completion level	Vesting ratio at the Company level (X2)
The ratio of overseas operating revenue to base (A)	A≧Am	X1 = 100%	The ratio of revenue from WPS 365 business to base (B)	B≧Bm	X2 = 100%
	An≦A<Am	X1 = 80%		Bn≦B<Bm	X2 = 80%
	A<An	X1 = 0		B<Bn	X2 = 0

Vesting ratio at the Company level = Max (X1, X2)

2. The performance assessment at the Company level of the Category II of Incentive Participants under the First Grant

The assessment year of the performance at the Company level of the Category II of incentive participants under the First Grant is for the two accounting years from 2026 to 2027, and shall be assessed once in each accounting year. The specific assessment targets are as follows:

Vesting Period	Assessment year	Based on the performance in 2025, the ratio of overseas operating revenue to base (A)		Based on the performance in 2025, the ratio of revenue from WPS 365 business to base (B)	
		Target value (Am)	Trigger value (An)	Target value (Bm)	Trigger value (Bn)
First Vesting Period	2026	The overseas operating revenue in 2026 is not less than 150.00% of the base	The operating revenue in 2026 is not less than 140.00% of the base	The revenue from WPS 365 business in 2026 is not less than 130.00% of the base	The revenue from WPS 365 business in 2026 is not less than 125.00% of the base
Second Vesting Period	2027	The cumulative overseas operating revenue for two years from 2026 to 2027 is not less than 375.00% of the base	The cumulative overseas operating revenue for two years from 2026 to 2027 is not less than 336.00% of the base	The cumulative revenue from WPS 365 business for the two years from 2026 to 2027 is not less than 299.00% of the base	The cumulative revenue from WPS 365 business for the two years from 2026 to 2027 is not less than 281.25% of the base

Assessment indicators	Performance completion level	Vesting ratio at the Company level (X1)	Assessment indicators	Performance completion level	Vesting ratio at the Company level (X2)
The ratio of overseas operating revenue to base (A)	A≧Am	X1 = 100%	The ratio of revenue from WPS 365 business to base (B)	B≧Bm	X2 = 100%
	An≦A<Am	X1 = 80%		Bn≦B<Bm	X2 = 80%
	A<An	X1 = 0		B<Bn	X2 = 0

Vesting ratio at the Company level = Max (X1, X2)

3. The performance assessment at the Company level under the Reserved Grant

If the Restricted Shares of the Reserved Grant are granted in 2026, the performance assessment at the Company level under the Reserved Grant and the performance assessment at the Company level Category I Incentive Participants under the First Grant are the same.

If the Restricted Shares of the Reserved Grant are granted in 2027, the assessment year of the performance at the Company level under the Reserved Grant is for the two accounting years from 2027 to 2028, and shall be assessed once in each accounting year. The specific assessment targets are as follows:

Vesting Period	Assessment year	Based on the performance in 2025, the ratio of overseas operating revenue to base (A)		Based on the performance in 2025, the ratio of revenue from WPS 365 business to base (B)	
		Target value (Am)	Trigger value (An)	Target value (Bm)	Trigger value (Bn)
First Vesting Period	2027	The cumulative overseas operating revenue for two years from 2026 to 2027 is not less than 375.00% of the base	The cumulative overseas operating revenue for two years from 2026 to 2027 is not less than 336.00% of the base	The cumulative revenue from WPS 365 business for two years from 2026 to 2027 is not less than 299.00% of the base	The cumulative revenue from WPS 365 business for two years from 2026 to 2027 is not less than 281.25% of the base
Second Vesting Period	2028	The cumulative overseas operating revenue for three years from 2026 to 2028 is not less than 712.50% of the base	The cumulative overseas operating revenue for three years from 2026 to 2028 is not less than 610.40% of the base	The cumulative revenue from WPS 365 business for three years from 2026 to 2028 is not less than 518.70% of the base	The cumulative revenue from WPS 365 business for three years from 2026 to 2028 is not less than 476.56% of the base

Assessment indicators	Performance completion level	Vesting ratio at the Company level (X1)	Assessment indicators	Performance completion level	Vesting ratio at the Company level (X2)
The ratio of overseas operating revenue to base (A)	A≧Am	X1 = 100%	The ratio of revenue from WPS 365 business to base (B)	B≧Bm	X2 = 100%
	An≦A<Am	X1 = 80%		Bn≦B<Bm	X2 = 80%
	A<An	X1 = 0		B<Bn	X2 = 0
Vesting ratio at the Company level = Max (X1, X2)					

The Company measures the above Vesting ratio according to the performance completion level corresponding to the above indicators. If the Company fails to meet the above performance assessment targets, all Restricted Shares under the Incentive Scheme of assessment year shall not be vested to the Incentive Participants, and shall lapse and be canceled by the Company.

(V) Performance assessment requirements at the Incentive Participant's individual level

The Company conducts individual performance assessment on the Incentive Participants during the assessment period and determines the number of shares actually vested based on their assessment results. The performance assessment results of the Incentive Participants are divided into three levels, namely "Attained", "Partially attained" and "Not attained", and the actual number of shares to be vested to the Incentive Participants will be determined according to the proportion of Vesting at the individual level corresponding to the following assessment rating table:

Assessment results	**Attained**	**Partially attained**	**Not attained**
Vesting ratio	100%	80%	0

The number of Restricted Shares actually vested to the Incentive Participants in the current year = the number of Restricted Shares planned to be vested to the Incentive Participants in the current year × Company-level Vesting ratio × Individual-level Vesting ratio.

If the Restricted Shares vested to the Incentive Participants for a Vesting period cannot be vested due to assessment reasons, the Restricted Shares shall lapse and be canceled by the Company and shall not be deferred to the following years.

The assessment contents under the Incentive Scheme are implemented in accordance with the Assessment Management Measures of 2026 Restricted Share Incentive Scheme by Beijing Kingsoft Office Software, Inc..

III. Explanation on the scientificity and reasonableness of the assessment indicators

The assessment indicators of the Incentive Scheme have been established in accordance with the basic requirements of the relevant laws, regulations and the Articles of Association. The assessment indicators are divided into two levels, namely performance assessment at Company level and performance assessment at individual level.

The overseas operating revenue and revenue from WPS 365 business are selected as the performance assessment indicators at Company level, which are the core international competitiveness indicators and revenue composition indicators of the Company. The Company is a leading provider of the office software and services in the PRC, leveraging on its office products such as WPS Office, WPS 365, and WPS AI, it provides office services to users from more than 220 countries and regions around the world. The core products of the Company will firmly advance to the Company's internationalization strategy, continuously enhancing the features and services of its international version product offerings, with a strong focus on the worldwide deployment of AI Agent solutions. We will intensify efforts to expand into overseas markets, strengthen our global service network, and elevate international competitiveness. This will ensure that we remain at the forefront of the global transformation in AI-powered office solutions, bringing intelligent workplace technologies to users across the world. WPS 365, positioned as a new productivity platform for organisations and enterprises, includes WPS Office, WPS Teams, and WPS AI Enterprise Edition. The Company is committed to building WPS 365 into China's leading one-stop AI-powered office collaboration platform. Centered on an "Agent + Collaboration" architecture, it deeply integrates large-model capabilities with workplace scenarios to deliver an industry-leading intelligent office experience.

According to the characteristics and circumstances of the industry, the Company has set the above performance assessment indicators at the Company level for this Incentive Scheme after reasonable prediction and taking into account the incentive effect of the Scheme. The assessment indicators of this Incentive Scheme are no less than the assessment indicators of other incentive schemes currently being implemented by the Company. The Company has comprehensively considered various factors such as the domestic and international macroeconomic environment, industry development trends, the market competition pattern and the Company's operating conditions and strategic planning, etc., and takes into account the incentives and constraints on the employees while ensuring the realizability of the appraisal targets. The purpose of this action is to stimulate the enthusiasm of employees, enhance the core competitiveness of the Company, and ensure the smooth realization of the Company's future development strategy and business objectives.

In addition to performance assessment at the Company level, the Company has also set up a strict performance assessment system for individuals, which can make a relatively accurate and comprehensive evaluation of the work performance of the Incentive Participants. The Company will determine whether the Incentive Participants meet the Vesting Conditions based on their performance assessment results for the previous year.

In summary, the assessment system of the Incentive Scheme of the Company is all-round, comprehensive and practicable, and the assessment indicators are scientific and reasonable, which are binding on the Incentive Participants and can serve the assessment purpose of the Incentive Scheme.

CHAPTER IX PROCEDURES OF IMPLEMENTATION OF THE RESTRICTED SHARE INCENTIVE SCHEME

I. Procedures for the implementation of the Restricted Share Incentive Scheme

(I) The Remuneration Committee is responsible for fixing the draft and summary of the Incentive Scheme.

(II) The board of directors of the Company shall resolve on the Incentive Scheme in accordance with the laws. When the board of directors of the Company considers the Incentive Scheme, the directors who are the Incentive Participants or directors who are related thereto shall abstain from voting. The board of directors of the Company shall submit the Incentive Scheme to the General Meeting and Kingsoft General Meeting for consideration after considering and approving the Incentive Scheme and performing the public announcement and announcement procedures, and propose to the General Meeting and Kingsoft General Meeting to authorise and implement the Grant and Vesting (registration) of the Restricted Shares.

(III) The Remuneration Committee shall express their opinions on whether the Incentive Scheme is beneficial to the sustainable development of the Company or is significantly detrimental to the interests of the Company and the shareholders as a whole. The law firm shall issue a legal opinion on the Incentive Scheme.

(IV) The Company shall carry out self-examination on the trading of shares of the Company by insiders within 6 months prior to the announcement of the Incentive Scheme.

(V) The Incentive Scheme shall be subject to the consideration and approval at the General Meeting and Kingsoft General Meeting. Before convening the General Meeting and Kingsoft General Meeting, the Company shall publish the names and positions of the Incentive Participants internally through the Company's website or other channels for a period of not less than 10 days. The Remuneration Committee shall review the list of the Incentive Participants and fully listen to the public opinions. The Company shall disclose the explanation of the Remuneration Committee on the review opinions and announcements on the list of the Incentive Participants 5 days before the Incentive Scheme is considered at the General Meeting and Kingsoft General Meeting (whichever is earlier).

(VI) The General Meeting and Kingsoft General Meeting shall vote by ballot on the Incentive Scheme, and shall be approved by more than two-thirds of the voting rights held by the shareholders present at the General Meeting and half of the voting rights held by the shareholders present at the Kingsoft General Meeting. The voting of other shareholders other than the directors, senior management of the Company and shareholders individually or collectively holding more than 5% of the shares of the Company shall be separately counted and disclosed.

When the Incentive Scheme is considered at the General Meeting and Kingsoft General Meeting, shareholders who are Incentive Participants or shareholders who are related to the Incentive Participants or their associates shall abstain from voting thereon in accordance with relevant laws and regulations.

(VII) The Company shall grant the Restricted Shares to the Incentive Participants within the prescribed period upon approval of the Incentive Scheme at the General Meeting and Kingsoft General Meeting and the fulfilment of grant conditions stipulated under the Incentive Scheme. The board of directors of the Company shall be responsible for the grant and Vesting of the Restricted Shares in accordance with the mandate granted at the General Meeting and Kingsoft General Meeting.

II. Procedures for granting the Restricted Shares

(I) Upon consideration and approval of the Incentive Scheme at the General Meeting and Kingsoft General Meeting and the Remuneration Committee and the Board of Directors have passed the resolution on granting interests to the Incentive Participants, the Company shall sign an "Agreement on the Grant of Restricted Shares" with the Incentive Participants in order to set out their respective rights and obligations.

(II) The board of directors of the Company shall consider and announce whether the conditions of a grant to an Inventive Participant as set out in the Incentive Scheme have been satisfied before the Company makes a grant to such Incentive Participant. The Reserved Grant of Restricted Shares shall be determined, considered and approved by the board of directors of the Company. The Remuneration Committee shall simultaneously express clear opinions. The law firm shall issue legal opinions on whether the conditions for the granting of interests to the Incentive Participants are fulfilled or not.

(III) The Remuneration Committee of the Company shall verify the Grant Date of the Restricted Shares and the list of Incentive Participants and issue opinions thereon.

(IV) Where there is any discrepancy between the grant of interests by the Company to the Incentive Participants and the arrangement of the Incentive Scheme, the Remuneration Committee and the law firm shall simultaneously express clear opinions.

(V) The Company shall grant Restricted Shares to Incentive Participants and make an announcement within 60 days after the Incentive Scheme is considered and approved at the General Meeting and Kingsoft (whichever is later). In the event the Company fails to make grants within such 60 days, the Incentive Scheme shall be terminated, and the board of directors of the Company shall disclose the reason for such failure in a timely manner and announce the termination of the Incentive Scheme, and shall be prohibited from approving a share scheme again within three months commencing from the date of the announcement. According to the Management Measures, the period during which a listed company may not make grants shall not be counted within the 60 days.

(VI) Prior to the Vesting Date, the Incentive Participants must pay the relevant subscription price for the Restricted Shares to the Company as directed. If the Incentive Participants fail to pay the subscription price within the timeframe specified by the Company, the Restricted Shares shall immediately lapse and be canceled by the Company and shall have no further force or effect.

Incentive Participants eligible for Reserved Grant shall be determined within 12 months after the Incentive Scheme is considered and approved at the General Meeting of the Company and Kingsoft. If Incentive Participants are not confirmed within such 12 months, the Reserved Grant will lapse.

III. Procedures for the Vesting of the Restricted Shares

(I) Before the Vesting of the Restricted Shares, the Board of Directors of the Company shall consider whether the Vesting Conditions of the Incentive Participants as set out in the Incentive Scheme have been fulfilled, and the Remuneration Committee shall simultaneously issue clear opinions, and the law firm shall issue legal opinions on whether the Vesting Conditions for the exercise of the Incentive Participants have been fulfilled. For the Incentive Participants who have fulfilled the Vesting Conditions, the Company shall handle the Vesting in a unified manner, and for the Incentive Participants who have not fulfilled the Vesting Conditions, the Restricted Shares in the relevant tranche shall not be vested and shall lapse and be canceled by the Company. The Company shall disclose the announcement of the resolutions of the board of directors of the Company in a timely manner after the Vesting of the Incentive Participants, and announce the opinions of the Remuneration Committee and the law firm and the relevant implementation thereof.

(II) Before handling the Vesting of the Restricted Shares in a unified manner, the Company shall apply to the SSE. After confirmation by the SSE, the securities depository and clearing institution shall handle the matters regarding the Vesting of the Restricted Shares.

(III) The Incentive Participants may transfer the vested Restricted Shares, but the transfer of shares held by directors and senior management of the Company shall comply with the relevant laws, regulations and regulatory documents.

IV. Procedures for amendments to the Incentive Scheme

(I) In the event that the Company intends to amend the Incentive Scheme before it is considered at the General Meeting of the Company and Kingsoft, the amended Incentive Scheme shall be considered and approved by the Board of Directors.

(II) In the event that the Company intends to amend the Incentive Scheme after it is considered and approved at the General Meeting of the Company and Kingsoft, after considered and approved by the Board of Directors, the amended Incentive Scheme shall be considered and determined at the General Meeting and Kingsoft General Meeting and such amendment shall not result in the following:

1. accelerating the Vesting;

2. reducing the Grant Price (except for circumstances where the Grant Price is lowered due to capitalisation issue, bonus issue, rights issue and other reasons).

(III) The Remuneration Committee of the Company shall express their independent opinions on whether the amended scheme is beneficial to the sustainable development of the Company or is significantly detrimental to the interests of the Company and the shareholders as a whole. The law firm shall issue professional opinions on whether the amended scheme complies with the provisions of the Management Measures and relevant laws and regulations, and whether there is any obvious damage to the interests of the Company and its shareholders as a whole.

(IV) The amended Incentive Scheme shall always comply with the relevant requirements under Chapter 17 of the Hong Kong Listing Rules.

(V) Any change in the authority of the board of directors of the Company to amend the Incentive Scheme must be approved by the General Meeting of the Company and Kingsoft.

V. Procedures for termination of the Incentive Scheme

(I) If the Company intends to terminate the implementation of the Incentive Scheme before it is considered at the General Meeting of the Company and Kingsoft, such termination shall be considered and approved by the board of directors of the Company.

(II) If the Company intends to terminate the implementation of the Incentive Scheme after it is considered and approved at the General Meeting of the Company and Kingsoft, such termination shall be considered and approved at the General Meeting of the Company and Kingsoft. If it is considered and approved, the Restricted Shares that have been granted but not yet vested to the Incentive Participants shall not be vested and become invalid.

(III) The law firm shall issue professional opinions on whether the Company's termination of the Incentive Scheme complies with the provisions of the Management Measures and relevant laws and regulations, and whether there is any obvious damage to the interests of the Company and its shareholders as a whole.

CHAPTER X ADJUSTMENT METHOD AND PROCEDURES OF THE RESTRICTED SHARE INCENTIVE SCHEME

I. Adjustment method of the number of Restricted Shares granted and the number vested

In the event of any capitalisation issue, bonus issue, sub-division, rights issue or share consolidation of the Company in the period from the date of announcement on the Incentive Scheme to the completion of Vesting and registration of Restricted Shares by the Incentive Participants, the number of Restricted Shares granted/vested shall be adjusted accordingly. The adjustment method is as follows:

1. Capitalisation issue, bonus issue and sub-division of share capital

$$Q = Q_0 \times (1+n)$$

Where: Q_0 represents the number of Restricted Shares granted/vested before the adjustment; n represents the ratio of increase per share resulting from the capitalisation issue, bonus issue or subdivision of shares (i.e., the number of shares increased per share upon capitalisation issue, bonus issue or sub-division of shares); Q represents the adjusted number of Restricted Shares granted/vested.

2. Rights issue

$$Q = Q_0 \times P_1 \times (1+n) \div (P_1+P_2 \times n)$$

Where: Q_0 represents the number of Restricted Shares granted/vested before the adjustment; P_1 represents the closing price as at the record date; P_2 represents the price of the rights issue; n represents the ratio of the rights issue (i.e., the ratio of the number of shares to be issued under the rights issue to the total share capital of the Company before the rights issue); Q represents the adjusted number of Restricted Shares granted/vested.

3. Share consolidation

$$Q = Q_0 \times n$$

Where: Q_0 represents the number of Restricted Shares granted/vested before the adjustment; n represents the ratio of consolidation of shares (i.e., one share shall be consolidated into n shares); Q represents the adjusted number of Restricted Shares granted/vested.

4. Addition issue

Under the circumstance of additional issue of new shares, no adjustment will be made on the number of Restricted Shares granted/vested.

II. Adjustment method of the Grant Price of the Restricted Shares

In the event of any capitalisation issue, bonus issue, sub-division, rights issue, share consolidation or dividend distribution of the Company in the period from the date of announcement of the Incentive Scheme to the completion of Vesting and registration of Restricted Shares by the Incentive Participants, an adjustment to the Grant Price of Restricted Shares shall be made by the Company accordingly. The adjustment method is as follows:

1. Capitalisation issue, bonus issue and sub-division of share capital

$P = P_0 \div (1+n)$

Where: P_0 represents the Grant Price before the adjustment; n represents the ratio of increase per share resulting from the capitalisation issue, bonus issue and sub-division of share capital to each share; P represents the adjusted Grant Price.

2. Rights issue

$P = P_0 \times (P_1+P_2 \times n) \div [P_1 \times (1+n)]$

Where: P_0 represents the Grant Price before the adjustment; P_1 represents the closing price as at the record date; P_2 represents the price of the rights issue; n represents the ratio of the rights issue (i.e., the ratio of the number of shares to be issued under the rights issue to the total share capital of the Company before the rights issue); P represents the adjusted Grant Price.

3. Share consolidation

$P = P_0 \div n$

Where: P_0 represents the Grant Price before the adjustment; n represents the ratio of share consolidation; P represents the adjusted Grant Price.

4. Dividend distribution

$P = P_0 – V$

Where: P_0 represents the Grant Price before the adjustment; V represents the declared dividend per share; P represents the adjusted Grant Price. P shall be greater than 1 after the adjustment for dividend distribution.

5. Addition issue

Under the circumstance of additional issue of new shares, no adjustment will be made on the Grant Price of the Restricted Shares.

III. Adjustment procedures of the Restricted Share Incentive Scheme

In the event of the above circumstances, the board of directors of the Company shall consider and approve the resolution on the adjustment of the number of Restricted Shares to be granted/vested and the Grant Price (if the number and price of Restricted Shares to be granted/vested needs to be adjusted for matters other than the above circumstances, such resolution shall be submitted to the General Meeting and Kingsoft General Meeting for consideration, except for the board of directors of the Company consideration of the relevant resolution). The Company shall engage a law firm to issue professional opinions to the board of directors of the Company on whether the above adjustments are in compliance with the Management Measures, the Articles of Association and the Incentive Scheme. After the adjustment proposal is considered and approved by the board of directors of the Company, the Company shall timely disclose the announcement of the resolutions of the board of directors of the Company and the legal opinion.

CHAPTER XI ACCOUNTING TREATMENT ON THE RESTRICTED SHARES

In accordance with the requirements of the Accounting Standards for Business Enterprises No. 11 — Share-based Payments (《企業會計準則第11號 — 股份支付》) and the Accounting Standards for Business Enterprises No. 22 — Recognition and Measurement of Financial Instruments (《企業會計準則第22號 — 金融工具確認和計量》), the Company shall, on each balance sheet date during the period from the Grant Date to the Vesting Date, revise the number of Restricted Shares expected to be vested according to the latest information such as the change in the number of persons entitled to be vested and the completion of performance indicators, and recognise the services obtained in the current period in relevant costs or expenses and capital reserve according to the fair value of the Restricted Shares on the Grant Date.

I. Fair value of the Restricted Shares and the determination method

With reference to the "Application of Share-based Payment Standards — Grant of Restricted Shares《股份支付準則應用案例 — 授予限制性股票》)" issued by the Accounting Department of the Ministry of Finance of the People's Republic of China, the measurement of the share-based payment expenses for Type II Restricted Shares is based on share options. In accordance with the relevant requirements of the Accounting Standards for Business Enterprises No. 11 — Share-based Payments (《企業會計準則第11號 — 股份支付》) and the Accounting Standards for Business Enterprises No. 22 — Recognition and Measurement of Financial Instruments (《企業會計準則第22號 — 金融工具確認和計量》), the Company selected the Black-Scholes model to calculate the fair value of the Type II Restricted Shares. Specific measure parameters are as follows:

1. Underlying share price: RMB251.48 per share (assuming the closing price on the date of the First Grant);

2. Validity Period: 12 months, 24 months and 36 months for Category I Incentive Participants, respectively; 12 months and 24 months for Category II Incentive Participants, respectively (the period from the Grant Date of the Restricted Shares to the date of Vesting of each tranche);

3. Historical volatility: 41.2200%, 52.4534%, and 52.1573% for Category I Incentive Participants (adopting the historical volatility of the Company for the past 12 months, 24 months and 36 months); 41.2200% and 52.4534% for Category II Incentive Participants (adopting the historical volatility of the Company for the past 12 months and 24 months);

4. Risk-free interest rate: 1.1513%, 1.2601%, and 1.3031% for Category I Incentive Participants (using the 1-year, 2-year and 3-year yield rate of treasury bonds disclosed on ChinaBond.com.cn, respectively); 1.1513% and 1.2601% for Category II Incentive Participants (using the 1-year and 2-year yield rate of treasury bonds disclosed on ChinaBond.com.cn, respectively).

II. Estimated impact on operating performance in each period due to implementation of the Restricted Shares

The fair value of the Restricted Shares on the Grant Date will be determined by the Company in accordance with the requirements of accounting standards, and the share-based payments under the Incentive Scheme will be further determined accordingly, which will be amortised according to the Vesting ratio during the implementation of the Incentive Scheme. The costs of incentive arising from the Incentive Scheme will be charged to the recurring profit and loss.

According to the requirements of the PRC Accounting Standards, assuming the Company makes the grant of the Restricted Shares in mid-May 2026, the impact of the Restricted Shares under the First Grant of the Incentive Scheme on the accounting costs for each period is as follows:

Expected total costs to be amortised under the First Grant *(RMB'000)*	**2026** *(RMB'000)*	**2027** *(RMB'000)*	**2028** *(RMB'000)*	**2029** *(RMB'000)*
108,289.4	47,767.7	46,706.8	12,694.7	1,120.2

Note 1: The above calculation results do not represent the final accounting costs. The actual accounting costs are related to the Grant Date, the Grant Price and the number of Restricted Shares vested. If an Incentive Participant resigns before Vesting, or fails to meet the corresponding standards of the performance assessment of the Company or personal performance assessment, the actual number of shares vested will be reduced accordingly and thus lower the share payment. Besides, the possible dilutive effects are brought to the attention of shareholders.

Note 2: The final result of the above impact on the Company's operating results will be subject to the annual audit report issued by the accounting firm.

The above calculation does not include the Reserved Grant of Restricted Shares, and additional share payment fees will be incurred when the reserved shares are granted.

According to the preliminary evaluation by the Company based on the information available, the amortisation of expenses of the Restricted Shares will have an impact on the net profit each year within the Validity Period. But at the same time, the implementation of the Restricted Share Incentive Scheme will further enhance the cohesion of employees and team stability, and effectively motivate core employees, thereby improving operating efficiency and bringing higher operating performance and intrinsic value to the Company.

CHAPTER XII RIGHTS AND OBLIGATIONS OF THE COMPANY/ THE INCENTIVE PARTICIPANTS

I. Rights and obligations of the Company

(I) The Company shall have the right to construe and execute the Incentive Scheme and shall appraise the performance of Incentive Participants based on the requirements under the Incentive Scheme. If an Incentive Participant fails to fulfil the Vesting Conditions required under the Incentive Scheme, the Restricted Shares that have been granted to Incentive Participants but not yet registered shall not be vested and shall lapse and be canceled by the Company.

(II) The Company undertakes not to provide loans, guarantee for their loans and any other forms of financial assistance to the Incentive Participants to obtain relevant Restricted Shares according to the Incentive Scheme, which may harm the interests of the Company.

(III) The Company shall make timely, true, accurate and complete disclosure of information disclosure documents related to the Incentive Scheme in accordance with relevant laws, regulations and regulatory documents, and ensure that there are no false records, misleading statements or material omissions, and timely fulfil the relevant reporting obligations of the Incentive Scheme.

(IV) The Company shall proactively procure the Vesting of Restricted Shares for Incentive Participants who have satisfied the Vesting Conditions pursuant to the Incentive Scheme and the relevant requirements of the CSRC, the SSE and China Securities Depository and Clearing Corporation Limited Shanghai Branch. The Company shall not be held liable for losses incurred by the Incentive Participants who fail to complete the Vesting of their Restricted Shares due to reasons caused by the CSRC, the SSE and China Securities Depository and Clearing Corporation Limited.

(V) If an Incentive Participant violates the laws and professional ethics, leaks confidential information of the Company, and is negligent or gross misconduct in performance of duties which may cause serious damage to the interests or reputation of the Company, upon reviewed by the Remuneration Committee and approved by the board of directors of the Company, the Restricted Shares that have been granted to such Incentive Participant but not yet vested shall not be vested and shall lapse and be canceled by the Company. In the event of serious circumstances, the Company may also recover the losses suffered by the Company in accordance with relevant laws and regulations.

(VI) In accordance with the relevant provisions of the national tax laws and regulations, the Company shall withhold and pay the individual income tax and other taxes payable by the Incentive Participants for participation in the Incentive Scheme.

(VII) The Company's determination of the Incentive Participants under the Incentive Scheme does not mean to ensure that the Incentive Participants enjoy the right to continue to serve the Company, and does not constitute the Company's commitment to the term of employment of employees. The Company's employment and employment management of employees are still implemented in accordance with the employment contract or labour contract signed between the Company and the Incentive Participants.

(VIII) Other relevant rights and obligations as stipulated by laws, administrative regulations and regulatory documents.

II. Rights and obligations of the Incentive Participants

(I) Incentive Participants shall, based on the requirement of the position, perform their responsibilities diligently in compliance with professional ethic and strive to contribute to the development of the Company.

(II) The source of funding of Incentive Participants shall derive from their own funds.

(III) The Restricted Shares granted to the Incentive Participants shall not be transferred or used to guarantee or repay debts.

(IV) Restricted Shares granted to the Incentive Participants according to the requirements of the Incentive Scheme are not entitled to voting power before Vesting and registration, and they are not entitled to participate in the distribution of share bonuses and dividends. The Restricted Shares upon Vesting shall comply with the Articles of Association of the Company, and shall be entitled to equal voting right, dividend right, transfer right, liquidation related rights, and other rights in all respects pro rata.

(V) The gains acquired by the Incentive Participants as a result of the Incentive Scheme shall be subject to individual income tax and other taxes and fees according to tax laws and regulations of the PRC.

(VI) Incentive Participants undertake that where false statements or misleading representations in or material omissions from the information disclosure documents of the Company result in non-compliance with the condition of grant or Vesting arrangements, Incentive Participants concerned shall return to the Company all interests gained through the Incentive Scheme calculated from the date when it is confirmed that the relevant information disclosure documents of the Company contain false statements or misleading representations or material omissions.

(VII) Upon consideration and approval of the Incentive Scheme at the General Meeting of the Company and Kingsoft, and passing the resolution of granting interest to the Incentive Participants at the board meeting, the Company shall sign an "Agreement on Grant of Restricted Shares" with the Incentive Participants in order to set out their respective rights and obligations as well as other matters.

(VIII) Other relevant rights and obligations under the laws, regulations and the Incentive Scheme.

This Incentive Scheme (and other documents relating to this Incentive Scheme) does not constitute an offer or invitation to the public within the meaning of the Companies (Winding Up and Miscellaneous Provisions) Ordinance or the Securities and Futures Ordinance. Shares offered in relation to this Incentive Scheme (and any such documents) may not be offered or sold in Hong Kong by means of any document, except in circumstances which do not result in the document being a "prospectus" as defined in the Companies Ordinance (Cap. 622) or which do not constitute an offer to the public within the meaning of that Ordinance.

No person may issue or possess for the purposes of issue, whether in Hong Kong or elsewhere, any advertisement, invitation or document relating to shares offered in relation to this Incentive Scheme, which is directed at, or the contents of which are likely to be accessed or read by, the public of Hong Kong (except if permitted to do so under the securities laws of Hong Kong) other than with respect to shares which are or are intended to be disposed of only to persons outside Hong Kong.

CHAPTER XIII HANDLING UNUSUAL CHANGES TO THE COMPANY/ THE INCENTIVE PARTICIPANTS

I. Handling unusual changes to the Company

(I) In the event that any of the circumstances below occurs in respect of the Company, the Incentive Scheme shall be terminated and the Restricted Shares that have been granted to the Incentive Participants but not yet vested shall not be vested:

1. an audit report on the financial and accounting report for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

2. an audit report on internal control over financial reporting for the most recent financial year in which a certified public accountant issued an adverse opinion or was unable to express an opinion;

3. in the most recent 36 months upon listing, there have been cases of failure to distribute profits according to laws and regulations, the Articles of Association and public undertakings;

4. laws and regulations stipulate that share incentives shall not be implemented;

5. other circumstances where the Incentive Scheme should be terminated as determined by the CSRC.

(II) The Incentive Scheme shall remain unchanged if any of the following events occurs to the Company:

1. a change of control of the Company without reorganisation of major assets;

2. a merger or division of the Company, where the Company continues to exist.

(III) If any of the following events occurs to the Company, the General Meeting and Kingsoft General Meeting shall decide whether to amend or adjust the Scheme:

1. a change of control of the Company involving reorganisation of major assets;

2. a merger or division of the Company, where Company no longer exists.

(IV) Where false statements or misleading statements in or material omissions from the information disclosure documents of the Company result in non-compliance with conditions for the grant or Vesting of Restricted Shares, the Restricted Shares granted to Incentive Participants but not yet vested shall not be vested and shall lapse and be canceled by the Company. In respect of the Restricted Shares already vested, the Incentive Participants concerned shall return to the Company all interests gained. The board of directors of the Company shall recover the income of Incentive Participants in accordance with the provisions of the preceding paragraph. The Incentive Participants who bear no responsibility for the aforesaid matters and who incur losses as a result of the return of interests may seek compensation from the Company or responsible parties.

II. Change in personal particulars of the Incentive Participants

(I) If an Incentive Participant's position(s) has been changed but he/she still works in the Company or subsidiaries of the Company and still holds an important position, the Vesting of Restricted Shares granted to him/her shall be carried out in full accordance with the procedures stipulated in the Incentive Scheme prior to the change of his/her position(s); if he/she ceases to hold an important position after the change of position(s), the Vested Restricted Shares shall not be handled, and the Restricted Shares that have been granted but not yet vested shall not be vested and shall lapse and canceled by the Company.

However, if the Incentive Participant's position(s) has changed due to his/her incompetence to his/her position, violation of laws, violation of professional ethics, leakage of confidential information of the Company, dereliction of duty or malfeasance, serious violation of the Company's system and other acts that damage the interests or reputation of the Company, or the Company or subsidiaries of the Company terminate his/her labour relationship with the Incentive Participant due to the above reasons, the Restricted Shares that have been granted to the Incentive Participant but not yet vested shall not be vested and shall lapse and canceled by the Company. In respect of the Restricted Shares already vested, the Incentive Participants concerned shall return to the Company all interests granted.

(II) Where an Incentive Participant resigns, including circumstances of voluntary resignation, resignation due to layoffs of the Company, contract expired and no longer renewed, dismissal by the Company due to personal fault, negotiated termination of labour contract or employment agreement, Restricted Shares that have been granted to the Incentive Participant but not yet vested since the date of resignation shall not be vested and shall lapse and canceled by the Company. The Incentive Participant shall pay the Company the individual income tax involved in the vested Restricted Shares before resignation.

The Company has the right to recover the losses incurred from an Incentive Participant in accordance with the provisions of relevant laws, depending on the seriousness of the circumstances when he/she conducts personal faults including but not limited to:

Violation of the employment contract, confidentiality agreement, non-competition agreement or any other similar agreements signed with the Company or its affiliates; violation of the laws of the country of residence, resulting in criminal offenses or other bad conditions that affect the performance of the job.

(III) If an Incentive Participant retires normally (including re-employment to the Company after retirement or continue to provide labour services for the Company in other forms) in accordance with national laws and regulations and the Company's requirements, abiding by the confidentiality obligation and have no behaviour that harms the Company's interests, the Restricted Shares granted to him/her shall remain valid and shall be vested in accordance with the procedures stipulated in the Incentive Scheme. In case of the occurrence of the circumstances mentioned in this paragraph, if the Incentive Participant does not have an individual performance assessment, his/her individual performance assessment conditions will no longer be included in the Vesting Conditions; if there is an individual performance assessment, his/her individual performance assessment will still be one of the Vesting Conditions for Restricted Shares.

(IV) The resignation of an Incentive Participant due to his/her incapacity shall be dealt with in the following two circumstances:

1. When an Incentive Participant resigns due to incapacity in performing his/her duties, the Vesting of Restricted Shares granted to him/her shall be carried out in accordance with the procedures stipulated in the Incentive Scheme prior to the incapacity. The board of directors of the Company may determine that his/her personal performance assessment conditions shall not be included in the Vesting Conditions, while other Vesting Conditions remains effective. The Incentive Participants shall pay to the Company the individual income tax in relation to the Restricted Shares that have been vested before they leave the Company.

2. When an Incentive Participant leaves the Company due to incapacity not resulting from performance of duties, the Restricted Shares that have been granted to the Incentive Participant but not yet vested shall not be vested and shall lapse and canceled by the Company. Prior to the resignation of the Incentive Participants, the Incentive Participants shall pay to the Company the individual income tax involved in the Restricted Shares that have been vested.

(V) The death of an Incentive Participant shall be dealt with in the following two circumstances:

1. If an Incentive Participant dies in the course of performing his/her duties, the Restricted Shares granted to him/her shall be inherited by his/her designated successor or legal successor and shall be vested in accordance with the procedures stipulated in the Scheme prior to the death of the Incentive Participant. The board of directors of the Company may determine that his/her personal performance assessment conditions shall no longer be included in the Vesting Conditions. The successor shall pay to the Company the individual income tax in respect of the Restricted Shares vested before the inheritance, and shall pay the individual income tax in respect of the Restricted Shares vested for the current period in advance of each Vesting thereafter.

2. If an Incentive Participant dies other than due to his/her duty, the Restricted Shares that have been granted to the Incentive Participant but have not yet been vested shall not be vested and shall lapse and be canceled by the Company on the date of occurrence of such event. The Company is entitled to request the successors to pay the individual income tax in respect of the Restricted Shares that have been vested before the inheritance.

   If the above-mentioned Restricted Shares cannot be inherited or registered due to reasons with respect to the CSRC, the SSE, or the China Securities Depository and Clearing Corporation Limited and cause losses to Incentive Participants or their successors, the Company shall disclaim any liability, and such Restricted Shares that cannot be inherited or registered shall not be vested and shall lapse and canceled by the Company.

(VI) If the Company cancels the Restricted Shares granted to the Incentive Participants, and grant new Restricted Shares to the same Incentive Participants, the Company may only issue new Restricted Shares based on the remaining number of Restricted Shares (excluding those already cancelled) within the limit specified in Article 2 of Chapter V.

(VII) Other unspecified circumstances not stipulated in this Incentive Scheme shall be determined by the board of directors of the Company and its treatment method shall be determined.

III. Settlement mechanism for relevant disputes between the Company and Incentive Participants

The disputes between the Company and the Incentive Participants arising from the execution of the Incentive Scheme and/or the "Agreement on the Grant of Restricted Shares" signed by the parties or in relation to the Incentive Scheme and/or the "Agreement on the Grant of Restricted Shares" shall be solved through negotiation and communication by both parties, or mediation by the Remuneration Committee. If relevant disputes are not solved through the above-mentioned methods within 60 days from the date of occurrence of the disputes, either party is entitled to file a lawsuit with the people's court with jurisdiction in the place where the Company is located.

CHAPTER XIV SUPPLEMENTARY PROVISIONS

I. The Incentive Scheme shall become effective upon consideration and approval at the General Meeting of the Company and Kingsoft.

II. The Incentive Scheme shall be interpreted by the board of directors of the Company.

III. If the provisions of the Incentive Scheme conflict with relevant national laws, regulations, administrative rules and regulatory documents, it shall be implemented or adjusted in accordance with the relevant national laws, regulations, administrative rules and regulatory documents. If there is no provision stipulated in the Incentive Scheme, it shall be implemented or adjusted in accordance with the relevant national laws, regulations, administrative rules and regulatory documents.

The Board of Beijing Kingsoft Office Software, Inc.
23 April 2026

Kingsoft Corporation Limited
金山軟件有限公司

(Continued into the Cayman Islands with limited liability)

(Stock Code: 03888)

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Kingsoft Corporation Limited (the "**Company**") will be held at Building D, Xiaomi Campus, No.33 Xierqi Middle Road, Haidian District, Beijing, the PRC on 28 May 2026 at 9:30 a.m. for the following purposes:

ORDINARY RESOLUTIONS

1 To receive and consider the audited consolidated financial statements, the report of the directors and the independent auditors' report for the year ended 31 December 2025;

2 To declare a final dividend of HK$0.13 per share for the year ended 31 December 2025;

3 To re-elect directors and authorize the board of directors of the Company to fix the directors' remuneration:

3.1 To re-elect Mr. Tao ZOU as the executive director of the Company;

3.2 To re-elect Mr. Pak Kwan KAU as the non-executive director of the Company;

3.3 To re-elect Mr. Leiwen YAO as the non-executive director of the Company;

3.4 To re-elect Mr. Bo DU as the independent non-executive director of the Company;

3.5 To authorise the board of directors of the Company to fix the directors' remuneration;

4 To re-appoint Ernst & Young as the auditors of the Company and to authorize the board of directors of the Company to fix the auditors' remuneration;

5 To consider and, if thought fit, pass with or without amendments the following resolution as an ordinary resolution:

"**THAT:**

(a) subject to paragraph (c) of this resolution, and pursuant to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**"), the exercise by the directors of the Company (the "**Directors**") during the Relevant Period (as hereinafter defined) of all the powers of the Company to allot, issue and deal with additional shares of US$0.0005 each in the capital of the Company (including any sale or transfer of treasury shares out of treasury) (the "**Shares**") or securities convertible into Shares and to make or grant offers, agreements and options (including but not limited to warrants, bonds and debentures convertible into Shares) which might require the exercise of such power be and is hereby generally and unconditionally approved;

(b) the approval in paragraph (a) of this resolution shall authorise the Directors during the Relevant Period to make or grant offers, agreements and options (including but not limited to warrants, bonds and debentures convertible into Shares) which might require the exercise of such power during or after the end of the Relevant Period;

(c) the aggregate nominal amount of Shares allotted or agreed conditionally or unconditionally to be allotted (whether pursuant to an option or otherwise) by the Directors pursuant to the approval in paragraph (a) of this resolution, otherwise than pursuant to (i) a Rights Issue (as hereinafter defined); or (ii) the exercise of rights of subscription or conversion under the terms of any warrants or other securities issued by the Company as at the date of this resolution carrying a right to subscribe for or purchase Shares or otherwise convertible into Shares; or (iii) the exercise of the subscription rights under the share option schemes of the Company; or (iv) any scrip dividend scheme or similar arrangement for the grant or issue of Shares or rights to acquire Shares of the Company (excluding any treasury shares), shall not exceed 20% of the aggregate nominal amount of the share capital of the Company in issue as at the date of the passing of this resolution and the said approval shall be limited accordingly; and

(d) for the purpose of this resolution:

"**Relevant Period**" means the period from the passing of this resolution until whichever is the earlier of:

(i) the conclusion of the next annual general meeting of the Company following the passing of this resolution;

(ii) the expiration of the period within which the next annual general meeting of the Company is required to be held by the articles of association of the Company and any applicable laws; and

(iii) the revocation or variation of the authority given under this resolution by ordinary resolution of the shareholders of the Company in general meeting.

"**Rights Issue**" means an offer of Shares open for a period fixed by the Directors to holders of Shares whose names appear on the register of members of the Company on a fixed record date in proportion to their then holdings of such Shares (subject to such exclusions or other arrangements as the Directors may deem necessary or expedient in relation to fractional entitlements or having regard to any restrictions or obligations under the laws of, or the requirements of any recognised regulatory body or any stock exchange in, any territory applicable to the Company)."

6 To consider and, if thought fit, pass with or without amendments the following resolution as an ordinary resolution:

"**THAT:**

(a) subject to paragraph (b) of this resolution, the exercise by the Directors during the Relevant Period (as hereinafter defined) of all the powers of the Company to repurchase Shares on The Stock Exchange of Hong Kong Limited subject to and in accordance with all applicable laws and/or the requirements of the Rules Governing the Listing of Securities on the Stock Exchange as amended from time to time, be and is hereby generally and unconditionally approved;

(b) the aggregate nominal amount of the Shares to be repurchased pursuant to the approval in paragraph (a) of this resolution shall not exceed 10% of the aggregate nominal amount of the share capital of the Company (excluding any treasury shares) in issue as at the date of the passing of this resolution and the said approval shall be limited accordingly; and

(c) for the purpose of this resolution:

"**Relevant Period**" means the period from the passing of this resolution until whichever is the earlier of:

(i) the conclusion of the next annual general meeting of the Company following the passing of this resolution;

(ii) the expiration of the period within which the next annual general meeting of the Company is required to be held by the articles of association of the Company and any applicable laws; and

(iii) the revocation or variation of the authority given under this resolution by ordinary resolution of the shareholders of the Company in general meeting."

7 To consider and, if thought fit, pass with or without amendments the following resolution as an ordinary resolution:

"**THAT** subject to the passing of ordinary resolutions numbered 5 and 6 above, the general mandate granted to the Directors pursuant to ordinary resolution numbered 5 be and is hereby extended by the addition to the aggregate nominal amount of the share capital of the Company which may be allotted and issued or agreed to be allotted and issued (including any sale or transfer of treasury shares out of treasury) by the Directors pursuant to such general mandate of an amount representing the aggregate nominal value of the share capital of the Company repurchased by the Company under the authority granted pursuant to ordinary resolution numbered 6, provided that such extended amount shall not exceed 10% of the aggregate nominal value of share capital of the Company in issue (excluding any treasury shares) as at the date of passing of the said resolution."

8 To consider and, if thought fit, pass with or without amendments the share incentive scheme to be adopted by Beijing Kingsoft Office Software, Inc. (the "**BKOS 2026 Share Incentive Scheme**") as set out in the circular of the Company date 4 May 2026 and the proposed authorization to the board of directors of Beijing Kingsoft Office Software, Inc. to handle matters pertaining to the BKOS 2026 Share Incentive Scheme.

SPECIAL RESOLUTION

9 To consider and, if thought fit, pass with or without amendments the following resolution as a special resolution:

"**THAT:**

(a) the Proposed Amendments to the Existing Memorandum and Articles, the details of which are set out in Appendix III to the circular of the Company dated 4 May 2026, be and are hereby approved;

(b) the New Memorandum and Articles with the Proposed Amendments incorporated (a copy of which is tabled at the meeting and marked "A" and signed by the chairman of the meeting for the purpose of identification), be and are hereby approved and adopted in substitution for, and to the exclusion of, the Existing Memorandum and Articles;

(c) the Company's registered office provider be and is hereby authorised and instructed to make each filing with the Registrar of Companies in the Cayman Islands that is necessary in connection with this resolution; and

(d) any Director or the secretary of the Company be and is hereby authorised to make (or cause to be made) any filing or submission which may be necessary or desirable in accordance with the relevant laws and regulations in Hong Kong in connection with this resolution and to do (or cause to be done) any other act or thing, and execute and deliver on behalf of the Company any document which that Director or the secretary of the Company considers to be necessary or desirable in connection with this resolution."

By Order of the Board
Kingsoft Corporation Limited
Jun LEI
Chairman of the Board

Hong Kong, 4 May 2026

Principal place of business in Hong Kong:
Suite 3208, 32/F, Tower 5
The Gateway, Harbour City
Tsim Sha Tsui, Kowloon
Hong Kong

Notes:

(a) A member entitled to attend and vote at the Annual General Meeting is entitled to appoint one or more proxies to attend and vote instead of him. A proxy needs not be a member of the Company but must attend the meeting in person to represent you. If more than one proxy is so appointed, the appointment shall specify the number of shares of the Company in respect of which each such proxy is so appointed.

(b) To be valid, a form of proxy and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy of that power or authority, must be deposited at the Company's branch share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not less than 48 hours before the time appointed for holding the meeting or the adjourned meeting (as the case may be).

(c) The register of members will be closed from 22 May 2026 to 28 May 2026, both days inclusive, during which period no transfer of shares will be registered. In order to determine the identity of members who are entitled to attend and vote at the Annual General Meeting, all completed transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar and transfer office in Hong Kong, Computershare Hong Kong Investor Services Limited, at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong for registration no later than 4:30 p.m. on 21 May 2026. Shareholders whose names appear on the register of members of the Company maintained by Computershare Hong Kong Investor Services Limited on 28 May 2026 (i.e., the record date) will be entitled to attend and vote at the Annual General Meeting.

(d) The register of members of the Company will be closed from 3 June 2026 to 8 June 2026, both dates inclusive, during which period no transfer of shares will be registered. In order to qualify for the proposed final dividend, all completed transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar and transfer office in Hong Kong, Computershare Hong Kong Investor Services Limited, at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong for registration no later than 4:30 p.m. on 2 June 2026. Shareholders whose names appear on the register of members of the Company maintained by Computershare Hong Kong Investor Services Limited on 8 June 2026 (i.e., the record date) will be qualified for the proposed final dividend.

(e) An explanatory statement containing further details regarding resolution 6 above will be sent to shareholders.

(f) With regard to resolution 3 in this notice, details of the retiring Directors, namely Mr. Tao ZOU, Mr. Pak Kwan KAU, Mr. Leiwen YAO and Mr. Bo DU proposed be re-elected as Directors are set out in Appendix II to the circular to the shareholders of the Company dated 4 May 2026.

(g) Pursuant to Rule 13.39(4) of the Listing Rules, all votes of shareholders at the meeting will be taken by poll except where the chairman, in good faith, decides to allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands.

(h) Unless otherwise specified, capitalised terms used herein shall have the same meaning ascribed to them in the circular of the Company dated 4 May 2026.

As at the date of this notice, the executive Director is Mr. Tao ZOU; the non-executive Directors are Messrs. Jun LEI, Pak Kwan KAU and Leiwen YAO; the independent non-executive Directors are Ms. Wenjie WU, Messrs. Zuotao CHEN and Bo DU.