

# **Multi-level Comprehensive Leadership and Skills Development Training**

The Group has always regarded employee development as an important driving force for the enterprise's progress. It continuously deepens its talent cultivation system to help employees improve their professional skills and leadership, providing a solid guarantee for the effective implementation of the talent development strategy.

## **I. Multi-level Comprehensive Leadership Training**

The Group has established a comprehensive, multi-level leadership training system covering managers at different levels, including senior, middle, junior and first-line team leaders in various factories. The system designs and matches customized leadership development programs for selected candidates by systematically identifying high potential talents and based on their personal potential, medium to long term growth challenges and career plans. The aim is to enhance the decision-making, problem-solving, communication and influencing skills of managers at all levels to ensure that they can effectively perform their duties and continue to provide qualified successors for management positions at all

levels. At the same time, the system builds a comprehensive succession talent development channel through the effective connection of training programs at all levels, which strongly guarantees the sustainable construction of the management team.

### **1. Senior Managers: External Training Programs**

For senior managers, the Group has set up a special program to provide outstanding executives with opportunities for further studies. The program aims to systematically enhance the core leadership's capabilities in strategic decision-making, cross-disciplinary problem solving, and cutting-edge industry insights and influence, so as to provide a pool of successors for senior management positions with both global vision and professional depth.

Eligible senior executives can independently apply for external training programs recognized by the Group according to their own development needs, such as Cheung Kong Graduate School of Business (EMBA), China Europe International Business School (DBA, EMBA, CHO Program, CFO Program, CMO Program, etc.), and advanced training courses organized by well-known universities. After the Group signs a service period agreement with the senior executives, the course fees will

be reimbursed by the Group.

In 2024, we supported 2 senior executives to participate in the CHRO and CMO courses of China Europe International Business School and reimbursed their course fees.

## **2. Middle Managers: Hongyi Program**

For middle managers (new directors and high-potential senior managers), the "Hongyi Program" special training project is implemented. This project adopts a "compulsory + optional" dual-track curriculum system, combining internal and external teaching resources to comprehensively improve middle managers' leadership in systematic decision-making and team management, as well as professional capabilities in product thinking, operation management, marketing management, etc. It unifies management language and realizes the post competence of middle managers.

At the same time, it has further cultivated compound talents with the potential to be competent for senior management positions, reserving sufficient successor forces for senior management positions. Since 2023, the Group has carried out 4 sessions of the Hongyi Program, covering more than 100 employees. After completing the study, the outstanding

performers among the participants have obtained broader development platforms and faster career promotion channels in their respective organizations, and the effect of talent development is remarkable.

### **3. Junior Managers: Zhenyu Program**

For junior managers (new managers and high-potential supervisors), the Group provides the "Zhenyu Program". Through the three-stage teaching mode of "being able to manage - achieving results - retaining people", it helps employees realize the key leap from supervisor to manager, builds a basic management foundation, and reserves a large number of potential successors for middle management positions.

Since the launch of the project in 2022, the Group has successfully carried out 13 sessions of the Zhenyu Program, covering more than 500 employees, effectively promoting the unification of management concepts and methods among junior managers. Among them, outstanding performers have obtained broader career development channels in various organizations.

### **4. Front-line Team Leaders in Various Factories: Front-line Team Leader Training**

For front-line team leaders, each factory conducts front-line team

leader training every year, which serves as the foundation of the succession planning for junior management positions. The training aims to cultivate team leaders' abilities in self-management, task management, and team management, consolidate the foundation of junior management and professional skills, and improve post competence to adapt to the Company's development and cope with changes in the internal and external environment.

Through continuous implementation, this project has trained and reserved a large number of qualified successors for junior management positions, ensuring the stable development of junior management work, and at the same time building a solid career development channel for team leaders to be promoted to higher-level management positions.

## **II. Skills Development Training**

According to the strategic key directions and employees' ability shortcomings, the Group has built a differentiated professional skill development training system covering all employees. Relying on the Group's digital learning platform, it provides all employees with rich online learning resources, including internal and external high-quality courses on leadership, professional ability, and general quality, providing

strong support for employees' independent learning. At the same time, each department can carry out its own skill development training projects according to its own needs, effectively improving employees' professional skills and post competence. Some professional skill development training projects organized by the Group are as follows:

### **1. SMOORE Lecture Hall**

To comprehensively improve employees' quality, the Group has launched the "SMOORE Lecture Hall" general training project. By inviting internal and external experts to share content, it horizontally broadens the knowledge scope of employees. In 2024, we carried out 7 lecture hall sharing sessions with over 1,000 participants in total.

### **2. Innovation Salon**

To stimulate employees' innovative thinking and promote cross-departmental knowledge sharing, we regularly hold "Innovation Salon" sharing sessions, inviting internal experts to conduct in-depth sharing and interactive exchanges on R&D innovation, creating an open and collaborative innovative cultural atmosphere, and helping the Group's R&D innovation to continuously inject professional momentum into it.

### **3. R&D Method Empowerment**

To unify the R&D language and reach a consensus among R&D personnel, we provide a 9-day three-stage "R&D Method Empowerment Training" covering all middle and senior R&D managers of the Group, aiming to improve R&D managers' abilities in product planning, technical route planning, and R&D project management.

#### **4. R&D Leader Empowerment Plan**

To identify excellent R&D project leaders and improve the overall R&D project management ability, the Group implements the "R&D Project Leader Empowerment Plan" for R&D project leaders in various departments. This project starts a dual-track empowerment model through the form of "teaching + defense", focusing on the construction of four core capabilities: basic cognition, non-authoritative influence, project risk management, and financial foundation.

#### **5. Effective Speech Training**

To strengthen the strategic communication effectiveness of middle and senior managers, the Group carries out targeted effective speech training. Anchoring the professional ability improvement link of "thinking - expression - presentation", it introduces external TED speech experts to teach around core skill modules such as structured thinking construction,



business expression logic, and stage presentation skills, empowering more than 500 students, helping managers consolidate the ability foundation of organizational communication and value output through professional speech skills.