

## Phihong Technology Co.,Ltd.

### **Establishment of Succession Planning and Its Implementation for Board Members and Key Management Personnel**

Our company has planned a succession plan. In addition to having excellent work capabilities, successors must have a broad business vision. Their personal qualities must include integrity, honesty, commitment, innovation, willingness to take on challenges, and gaining customer trust.

On September 20, 2019, at the 18th meeting of the 13th Board of Directors, it was resolved to promote Lin Yanghong, the Executive Vice President, to General Manager. His duties include decision-making on the group's business strategy, supervising the execution effectiveness of various functional organizations of the group, and promoting social responsibility business. Additionally, he will promote and strengthen the training of high-level managers as part of the succession plan.

The training content for successors in senior management is divided into four main directions: management skills, professional skills, personal development plans, and job rotation. The training plan includes:

1. **Management Skills:** Leadership, strategic planning, performance management, team coordination, execution ability.
2. **Professional Skills:** Market/industry assessment, production and sales management, financial/investment analysis, human resources management, crisis management, corporate social responsibility.
3. **Personal Development Plan:** Talent development, potential development, career planning.
4. **Job Rotation:** Job transfers or promotions.