

91APP, Inc.

Succession plan and implementation for Senior Management

For the succession planning of the senior management, in addition to the availability and selection of potential successors, it also uses the personal development plan and introduces the coach/mentor counseling system to provide guidance. It will effectively improve the succession ability and shorten the succession time. The talent development mechanism is established by human resources division. The management level is arranged according to the organization, and each department has high-level and middle-level supervisors. Develop middle-level executives as job agents for senior executives at appropriate times. In addition, the succession plan for senior management focuses on the cultivation of the talent pool and the discovery of highly potential employees. The relevant practices are as follows:

1. To arrange potential successors to conduct regular one-on-one communication meetings with the chairman, and to provide practical training with on-the-job training for project task management, so as to strengthen business management and operation management capabilities, including strategic planning, overseas layout, OMO (offline-merge-online) integration and other important issues, in order to cultivate the management talents needed in the future.
2. To set up a coaching system for important positions or key management levels, and to cultivate the thinking and practical ability of management talents through the promotion of actual project tasks.
3. The company-wide annual meeting is held every year, and the senior managers (including the general manager) of each department explain the annual goals and strategies, in order to reach a cross-departmental consensus.
4. The Company conducts employee performance appraisal every six months. In addition to giving immediate performance feedback, it also understands what employees should strengthen, personal development needs and company expectations through daily observation and performance evaluation. The appraisal results can be used as a reference for future succession planning.
5. Each middle/senior executive can propose a training plan according to individual needs in terms of professional ability or management ability, and implement the progress tracking of succession development through external training courses or internal one-to-one guidance.