

Supplementary Social Performance Data (Updated July 2025)

1.New Employees

In 2024, the number of new employees was 43,342. The average recruitment cost per employee was 2,646RMB, and 6.9% of job opening were filled through internal hires.

Hiring	2021	2022	2023	2024
Number of new employees	51,616	27,368	39,343	43,342

2.Employee Average Monthly Turnover Rate (2024)

Category		Total Turnover Rate	Voluntary Turnover Rate
Management	Entry-level	0.41%	0.41%
	Mid-level	0.54%	0.54%
	Senior-level	0.00%	0.00%
	Subtotal	0.42%	0.42%
Non-management		8.4%	8.3%
Total		7.6%	7.5%

Note: Total turnover rate = Average number of resignations per month ÷ Average number of employees at month-end.

Voluntary turnover rate refers to employees who leave the company of their own accord, not due to termination or dismissal by the company.

3.Employee Maternity/Paternity Leave

Region	Number of Employees	Maternity Leave (Days/Weeks)	Paternity Leave (Days/Weeks)
Guangdong, China	13,675	178 days	15 days
Jiangsu, China	14,727	158 days	15 days
Hebei, China	13,297	158 days	15 days
Taiwan	858	8 weeks	1 week
India	395	180 days	\

Note: Our employees are based in Mainland China, Taiwan, and India, with maternity and parental leave entitlements varying by location. Using a weighted average based on the employee distribution across these regions, the company provides an average of 22.9 weeks of fully paid maternity leave and 2.1 weeks of fully paid paternity leave.

4. Human Rights Assessment

Category	% of total assessed in last three years	% of total assessed where risks have been identified	% of risk with mitigation actions taken
Own Operations	100%	80%	100%
Contractors & Tier 1 Suppliers	40.9%	100%	100%
Joint Ventures	Not Applicable	Not Applicable	Not Applicable

5. Training & Development Inputs

In 2024, the average training hours per employee reached 94.1 hours. The total annual training expenditure exceeded RMB\$6,459,860, with an average investment of RMB\$149.8 per employee in training and development.

Building an AI Education System

Artificial intelligence serves as a crucial driving force for a new cycle of technological revolution and industrial transformation, enabling the cultivation and development of new productivity. To adapt to the rapid development of artificial intelligence and promote innovation, the Company offers a series of AI-related courses to support the development of corporate AI talent. The courses include the “Digital Transformation Workshop”, “Smart Transformation and AI Technology”, “Bi-weekly Meeting - AI Data Category Analysis”, and “Data Analyst”. A total of 8,604 participants received training in 2024, totaling 51,276 training hours. In 2024, the Company submitted 340 patent applications, and 220 patents were granted.

Leadership

To address the career development needs of employees at different levels, a tiered and segmented training system has been designed. Through diverse learning approaches and the strengthening of key competencies, the program aims to develop future leaders equipped with both strategic thinking and practical execution capabilities. Tiered training system: The leadership development of the Foundation is based on competencies. The Foundation is based on ten core competencies (e.g., decision-making, performance management, and quality capabilities) that vary by organizational level and role. The course modules are dynamically adjusted based on practical needs to ensure that talent capabilities are highly aligned with corporate goals.

Coaching and Mentoring Mechanisms

In the process of talent development, coaching and mentoring are the key mechanisms for strengthening the leadership team and promoting the inheritance of experience. We design differentiated coaching models tailored to the development needs of employees at various levels, integrating external expertise with internal knowledge transfer to build a sustainable leadership ecosystem.

- **Tiered guidance strategy:** External coaches and internal mentors operate in parallel. Division-level managers receive leadership development through a combination of external coaching and internal mentorship. For advanced leadership coaching, which focuses on enhancing strategic vision and change management capabilities of division-level managers, experienced consultants with international corporate backgrounds are engaged as dedicated coaches. Through one-on-one in-depth dialogues, scenario simulations, and leadership assessments, these programs help senior managers overcome

cognitive blind spots and formulate forward-looking strategies.

- **Empowering internal coaches:** Senior division- and department-level managers are developed into certified internal coaches by enhancing their skills in questioning, guidance, feedback, and motivation. This enables them to effectively mentor key talent and emerging leaders, fostering a positive cycle of “leaders cultivating leaders”.
- **New mentor-level managers and new employees:** Through a structured mentorship program, each new hire is paired with a senior colleague from the same or a different department. A six-month onboarding plan is provided, covering integration into the company culture, professional skill development, and building effective workplace relationships. After new employees pass the evaluation, the mentors can receive corresponding incentives.

6. Cultural Education Program

Cross-Cultural Education for Thai Management Staff

To foster diversity, inclusion, and cross-cultural understanding, Avary launched a cultural education program in 2024 for Thai management staff recruited for our new manufacturing facility in Thailand. A series of exchange activities were organized in China to help employees quickly adapt to different cultural environments and build a foundation for cross-regional collaboration. Through immersive learning and hands-on experiences, participants deepened their understanding of Chinese culture, historical heritage, and local customs. The program also enhanced their sense of connection to the Group’s regional operations and strengthened cultural awareness and communication across global teams. Highlights of the 2024 program included guided tours of historical sites, Chinese name-writing workshops, and dumpling-making sessions.



7.Human Capital Return on Investment

Item	2021	2022	2023	2024
Revenue (RMB)	33,314,849,220	36,210,971,441	32,066,047,781	35,140,384,498
Total operating expenses (RMB)	29,666,322,727	30,491,027,025	28,528,320,687	31,126,235,586
Total employee-related expenses (RMB)	589,146,574	684,784,765	608,585,051	586,740,301
HC ROI	7.19	9.35	6.81	7.84