

3.3 Training & Development Plan

(1) Policies/Commitments

- Guided by the talent development policy of “diversified training and continuous learning,” Catcher is committed to cultivating employees’ comprehensive and versatile problem-solving capabilities. Through a holistic training and development curriculum, employees are able to enhance their knowledge, strengthen skills, and unlock their potential—thereby reinforcing both individual growth and the Company’s overall competitiveness.

(2) Targets: Diversity and Learning

Target	2024 Goal and Actual Performance	Short-term Goal (1~3years)	Mid-term Goal (3-10 years, till 2030)	Long-term Goal (>10 years, till 2050)
Total hours of in-service training (Group)	713,659.3hrs Goal achieved ✓	640,000hrs	660,000hrs	680,00hrs
Training satisfaction	95% Goal achieved ✓	>90%	>95%	>95%

(3) Responsibilities

- The Human Resources Department is responsible for planning, organizing, monitoring, and implementing Catcher’s annual education and training programs. Its duties include designing, executing, and reviewing training for new recruits and scheduled courses; assisting departments in program execution; evaluating the effectiveness of training; and maintaining all training records.
- Other departments are responsible for identifying and proposing annual training needs, planning and adjusting training activities, participating in implementation and review, and ensuring that employees complete the required training programs.

(4) Resources

- Each year, Catcher allocates appropriate funding to invest in learning resources, including course development, instructor training, and training activities. Several dedicated training personnel are employed to provide comprehensive support and centralized administration for all training programs.

(5) Grievance Mechanisms

- Each training course provides employees with a mechanism for immediate feedback and response, which is treated with the same importance as an employee grievance. Responsible personnel are required to complete a review of trainees’ feedback and provide corresponding improvement measures within seven days.

(6) Specific Actions Taken for the Year

To enhance the efficiency of knowledge transfer, Catcher continues to expand its online courses and strengthen its e-learning platform. As the Company undergoes a period of strategic transformation, talent development remains a critical factor in this process. To reinforce core competitiveness, Catcher has planned a series of training programs in three key domains—medical, semiconductor, and aerospace—alongside courses on programming and machining software, as well as projects focused on automation technologies, to cultivate specialized technical talent. In addition, to continuously improve employees’ workplace English proficiency, the Company has introduced an AI-powered oral learning platform, creating an intelligent language-learning environment.



▲ AI English Learning Camp Opening Ceremony

1. Talent Development and Cultivation

To sustain innovation and competitiveness, Catcher places strong emphasis on employee training and development. In alignment with the principles and regulations of the Taiwan Talent Quality-management System (TTQS), the Company has established a diversified educational training system. Each year, a systematic annual training plan is formulated to close the gap between Catcher's business development needs and employees' skill sets, while also encouraging participation in a wide range of internal and external training programs.

- ◆ **Internal Training Programs** Through on-the-job training, job instruction, job rotation, and other learning approaches, employees' core and professional competencies are enhanced. Key initiatives include pre-employment training for new hires, management skills training for supervisors, professional competency training, internal instructor programs, general education courses, AI English boot camps, as well as programming, processing software, and automation technology training projects.
- ◆ **External Training Programs** Based on specific job requirements, employees are given opportunities to attend professional seminars and courses in collaboration with renowned domestic and international universities and training institutions. These programs help strengthen employees' competitiveness in emerging fields.

By the end of the reporting year, Catcher Group employed 14,759 people, who collectively completed 713,659.3 hours of training—an average of 48.35 hours per person. As of the end of 2023, the Company recorded 2,672 employees with a total of 10,137.6 training hours. In response to the pandemic and accelerating digital transformation in recent years, Catcher has continued to expand online learning, streamlining course content to increase efficiency.

Overall, Catcher's training programs provide employees with professional knowledge, management skills, and stress-relief support. These programs—including orientation for new hires, supervisor training, professional function training, internal lectures, and general education courses—ensure that employees have access to appropriate learning resources. This enables Catcher to cultivate professional talent to meet the evolving needs of production lines and new process development in the fast-changing technology industry, while also supporting employees in achieving a balance between work and life.

2. Orientation Training for New Hires

On their first day of work, new employees participate in a full-day orientation program designed to help them quickly adapt to the workplace. The training covers the Company's systems and policies, corporate values and culture, information security and personal data protection, quality management systems, process introductions, workplace safety, and corporate social responsibility (CSR). The CSR segment includes topics such as labor and human rights, freedom of association, prevention of sexual harassment, integrity management, and anti-corruption. Through this comprehensive introduction, new employees are able to gain an understanding of Catcher's core practices and expectations, and integrate smoothly into their roles.

3. Professional Function Training System

Professional techniques and training courses that each department requires are provided. These programs include foundational principles and theories, troubleshooting guidance, and machine operation training—covering automated processes and professional skills at entry, basic, and intermediate levels. In addition, Catcher regularly organizes product application seminars, inviting external suppliers of equipment, raw materials, and consumables to share insights on technological applications and industry development trends. These sessions not only broaden employees' perspectives but also inspire them to apply their skills toward process optimization and efficiency improvements, thereby enhancing overall work capabilities.



4. Supervisor Competency Training

To strengthen leadership and management skills, Catcher provides tiered training programs designed for supervisors at different stages of their careers. These courses focus on developing responsibility, target-setting and monitoring, continuous improvement, and effective communication.

Since 2014, the Company has also implemented a “New Leader Training Program,” inviting outstanding internal talent to share their experiences through classroom sessions, weekly publications, seminar-style interviews, vitality camps for junior managers, and knowledge-sharing talks. This program has helped build a strong pipeline of future leaders by enhancing managerial knowledge, professional skills, and team cohesion.

5. New Leader Training Program



3.3.6 Internal Lecturer Training

To enhance the teaching capabilities of internal lecturers, Catcher requires all lecturers to complete a structured series of training programs. These programs focus on both the concepts and practices of effective instruction, as well as corporate-specific training for internal lecturers. Each participant must complete at least 18 hours of training to build the knowledge base, teaching mindset, and professional attitude required for the role. Through this process, potential lecturers are equipped to present materials logically, apply diverse teaching methods, and inspire learner engagement to facilitate knowledge and skill transfer.



▲ Teacher's Day Appreciation Event for Internal Lecturers

In addition to formal coursework, new lecturers are required to conduct a trial lecture before offering official classes. Senior lecturers and subject experts are invited to attend these sessions to provide feedback and constructive suggestions, enabling new lecturers to refine their delivery and ensure effective teaching performance.

Internal lecturers serve as key facilitators of knowledge sharing within the Company. By transferring their personal experience and expertise, they play a critical role in driving talent development. To honor their contributions, Catcher expresses appreciation each year on Teacher's Day by presenting thank-you cards and gift vouchers. This recognition not only affirms the dedication of current lecturers but also motivates more outstanding employees to take part in knowledge transfer, thereby amplifying the benefits of continuous learning across the organization.

7. General Education Courses

Catcher organizes general education courses as needed to provide employees with fundamental skills that support their broader personal and professional development. These courses cover a wide range of topics, including employee care and assistance, health and wellness seminars, sports activities, English language learning, and travel-related knowledge. By offering opportunities beyond job-specific training, the program enables employees to broaden their horizons, enhance their overall well-being, and achieve greater balance in both physical and mental development.

8. Succession Planning and Operations for Key Management

Over 75% of Catcher's management positions are filled through internal training and promotion, reflecting the Company's strong commitment to cultivating talent from within. Succession planning is a central component of Catcher's strategy to pass down its business philosophy and sustain long-term competitiveness. In alignment with the Company's medium- and long-term development goals, comprehensive succession plans are established for key management positions.

Potential successors are regularly identified and evaluated at all levels, with selection criteria emphasizing not only professional competence but also the embodiment and practice of Catcher's core philosophy: technological innovation, customer service, integrity and practicality, and sustainable management.

To build leadership pipelines and ensure future readiness, the Company implements a variety of development and training measures, including:

1. Departmental Rotations and Project Assignments – Appropriate rotations and cross-functional assignments are arranged to broaden management knowledge and enhance leadership skills.
2. Executive Development Programs – Managers are encouraged to participate in executive seminars, online academies, web forums, and consensus camps, with additional external courses arranged to align with personal career development plans.
3. Engagement on Emerging Issues – Participation in discussions on corporate governance, sustainable management, information security risks, and innovation management develops competencies for adapting to rapidly changing global trends.
4. Exposure to Governance Practices – Attendance at affiliate board meetings and participation in internal management meetings provides practical insights into board and functional committee operations as well as overall Company management.

Through these measures, Catcher ensures that future leaders possess the professional expertise, strategic vision, and values-driven mindset needed to guide the Company toward sustainable growth.

