

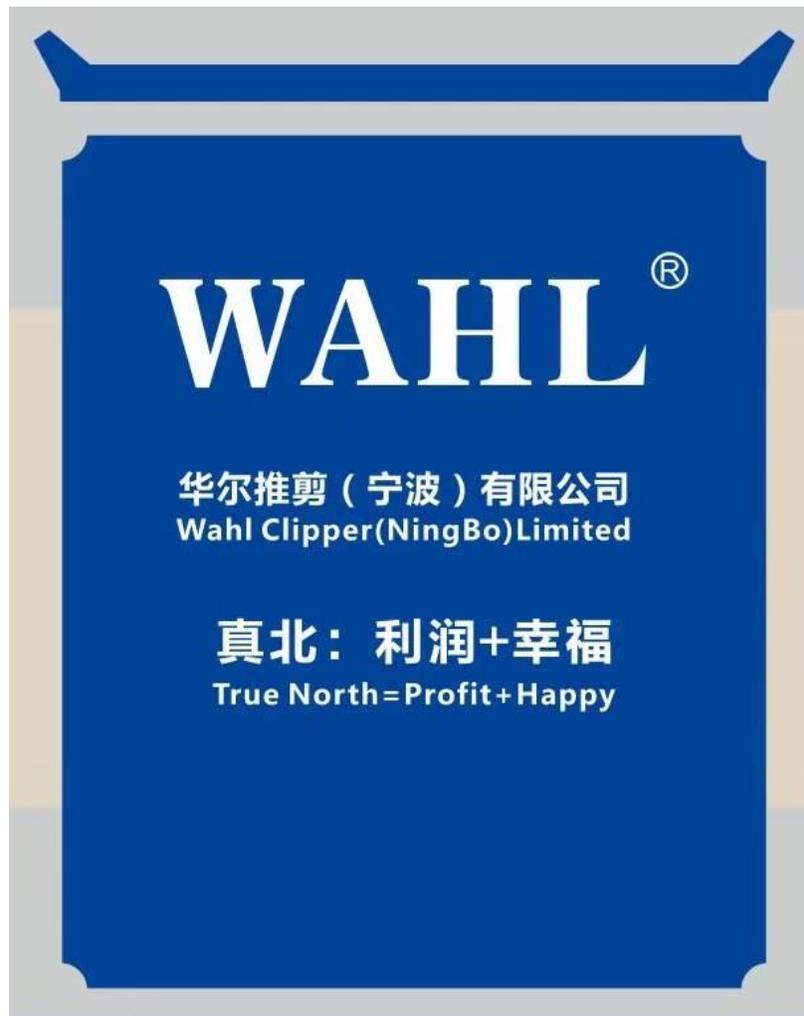
# 华尔行为准则：创新、合作、尊重、信任、关注家庭

Code of Conduct: Innovation, Cooperation, Respect, Trust, Family



Wahl Clipper China is a subsidiary of the US Wahl Clipper Corporation, which has the full ownership. The company is located in Xikou, a county under the city of Ningbo. The company had a good beginning because it was the first foreign company in the region and had lots of public attention and the compensation package was also very attractive in late 1990s. However, after a few years, because of poor management, the whole factory was in a very bad shape, workers went on strike twice in 2010 and 2011. Qian Moxing, the current General Manager who was hired in 2009 as a business unit head, took the GM position in the most difficult times. Inspired by wisdom of the ancient sages, he started to seriously learn the classic Chinese and decided to apply the teachings of the sages to optimize the company management. He led by first changing his own way of leading. He took the lead to eat with the workers instead of using the small dining room for managers; he went to the shop floor to teach the frontline managers how to talk to workers respectfully. He led the senior managers to learn the classics together and encouraged them change. They abandoned the small dining room, installed air-conditions for the workers, fans for the workshops, providing dormitory rooms for married couples and enriching the staff's recreational activities... By doing things that helped the workers one by one, people started to change. The hostility and distrust were gradually being replaced by friendliness and respect. Qian also led the whole factory to reflect on how to be good people and talked to them what it took to be good people. Together, they established Wahl China's code of conduct for employees, optimized the reward system, formed a corporate culture centered on innovation, cooperation, respect, mutual trust and family focus. The company opened a school for the kids to learn to read Chinese classics a few years ago, and parents who serve as voluntary teachers were very inspired by the kids and became very influential in the workplace. They also established the Wahl University to teach employees the

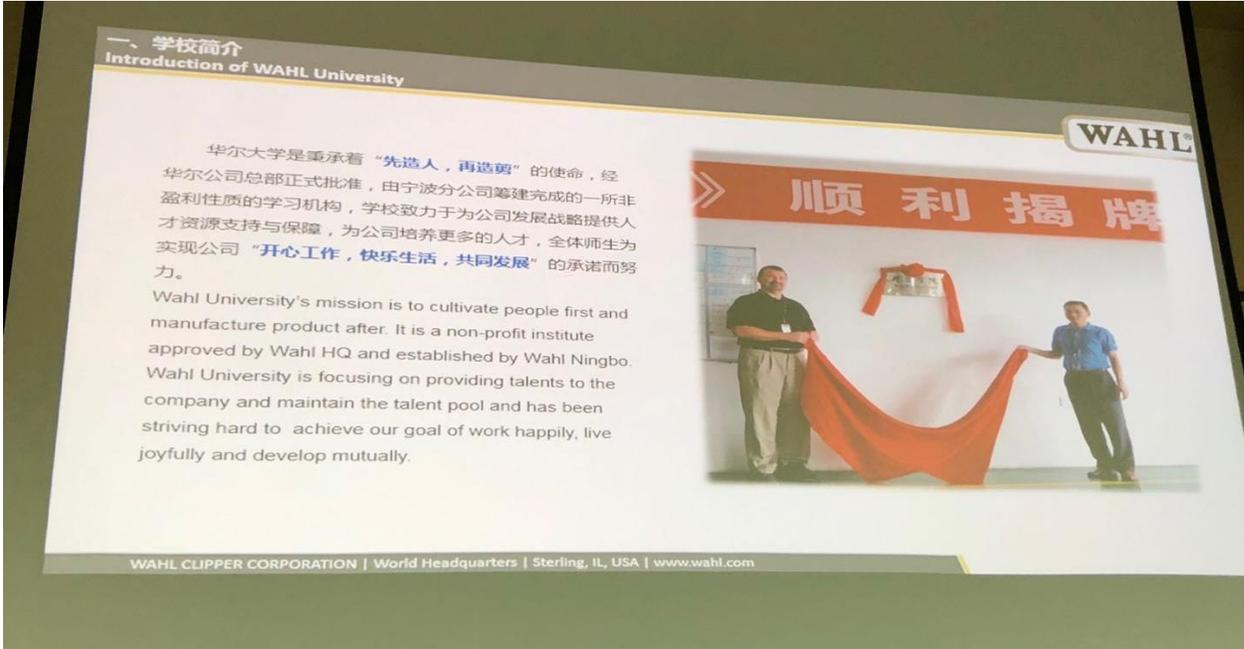
Chinese traditional philosophy and develop the different types of talents the company needs. Workers who participated in the strike are now actively involved in LEAN management to continuously improve product efficiency. Through continuous innovation in technology, products and management, Wahl China's profits have climbed from 100% to 115% and then increased to 156%. In 2017, profits increased by 233%. From the management dilemma at the time to the current glory, it took only less than eight years for Ningbo to achieve these changes. The Wahl Group has invited all Wahl managers to study in Wahl China.



Wahl Clipper China's mission.



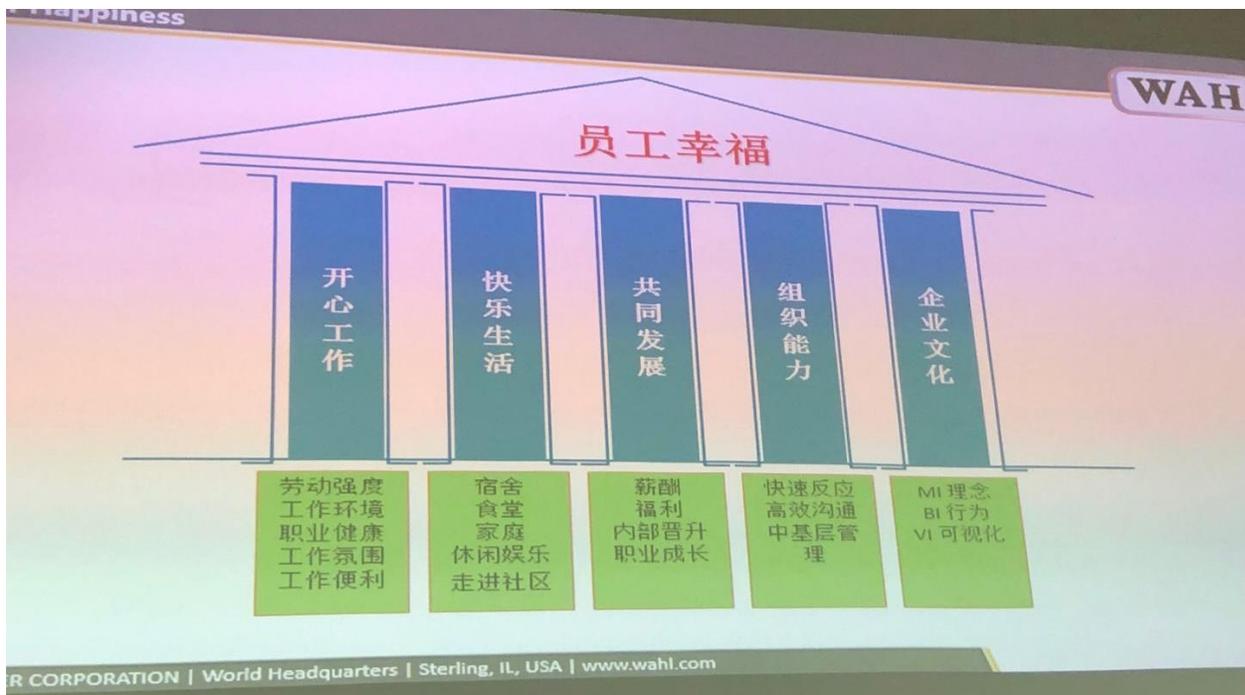
Students in Hongyi School celebrating finishing the term (they attend in the evening and over the weekend)



Wahl University is committed to cultivate people first before they worry about making products.



Innovation, Cooperation, Respect, Trust and Family – The most important behaviors identified by all the employees.



Employee happiness comes from working happily, living joyfully, developing together for a capable company with a strong culture.