



# PADR Guideline

## -- Goal Setting

(Performance Appraisal & Development Review)

PRC - 2026



Ownership  
Integrity  
Teamwork  
Open





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(Culture; FAQ; Format )



# PADR Introduction



**Performance Appraisal & Development Review (PADR) is TTI's annual performance appraisal mechanism.**

- PADR refers to the continuous cycle of performance goal setting, performance communication, performance evaluation, and performance result application that managers and employees at all levels participate in to achieve organizational goals.
- The purpose of performance management is to continuously improve the performance of individuals, departments, and organizations.
- Results will be tied in with any bonus payout, salary increment recommendations, promotions, welfare programs, etc.



# PADR Objectives



- To plan key annual work projects for employees and guide them to achieve their goals
- To provide a feedback to employees regarding their performance to support the growth
- To maintain records in order to determine compensation, wage structure, salary increments, promotion, and welfare program etc.
- To identify the strengths and weaknesses of employees to place right people in the right job
- To maintain and assess the potential in an employee for further growth and development
- To serve as a basis for influencing working habits of employees
- To review and develop training and development programs



# PADR Role & Responsibility



The PADR is a shared responsibility among every employee, supervisor & HR. Everyone is expected to take an active role in each step of the process.



Employee

- Actively initiate discussions on objectives, progress and development plans
- Collect performance data
- Decide on important issues to be discussed
- Get prepared & open for review



Superior

- Share business strategy and set goal with subordinates
- Monitor KPI & development progress
- Reflect your views on employee's performance
- Prepare supporting documents / Data
- Provide continuous feedback



Function Head

- Team result calibration
- Key position / talent performance and development
- Approve the year-end review final rating

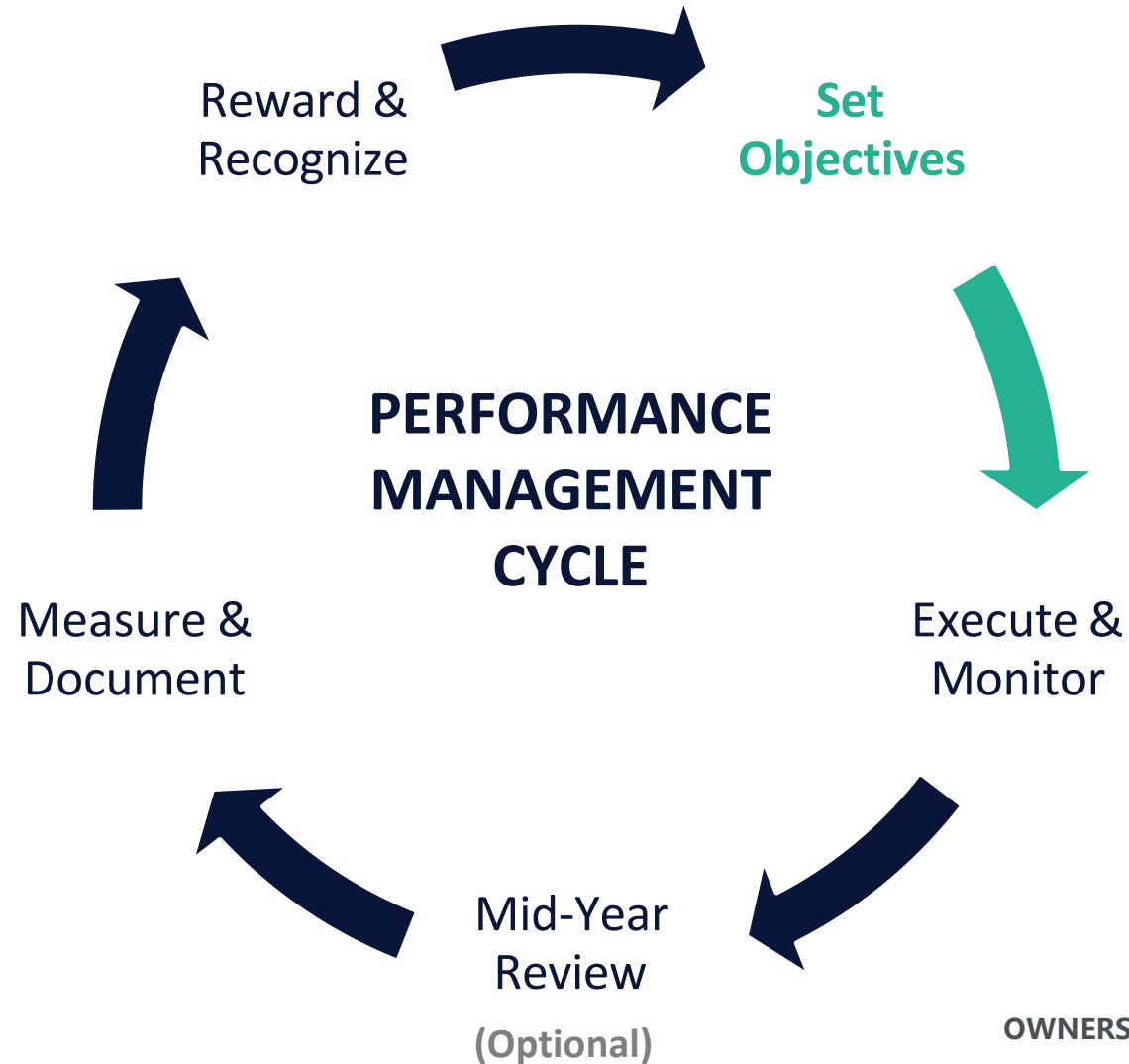


HR

- Guide & monitor the PADR process
- Provide development support to grow talents
- Provide advice when there is disagreement during the PADR process
- Participate in calibration
- Support performance improvement



# PADR Process



OWNERSHIP • INTEGRITY • TEAM-WORK • OPEN



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# PADR Goal setting process



## Goal Alignment




## Goal Setting





## Goal Approval





## Goal Adjustment


 ✓ Understand and discuss team goal & individual goal


 ✓ Setting individual goal (including performance and development) for approval


 ✓ Approve goal  
Goal should be approved at least by manager or above

 ✓ Reset or adjust goal accordingly with role change  
Goal adjustment should be approved by Dept. Head / Function Head

&  
 ✓ Share business strategy and goal planning with team

&  
 ✓ Support or monitor the goal setting process

 ✓ Approve new goal  
Goal should be approved at least by manager or above

 ✓ Support the process of goal adjusting





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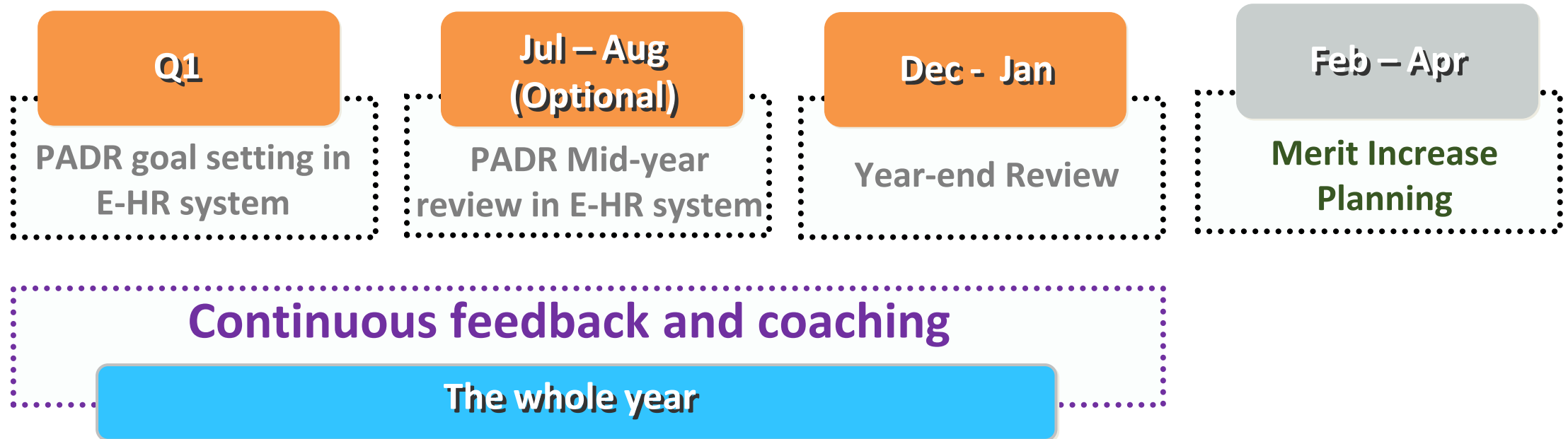
**Goal Setting Timetable -2026**

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# PADR & MI Whole Year Timetable





# 2026 PADR Goal Setting Timetable



## February 2026

一	二	三	四	五	六	日
26 五九天	27 初九	28 初十	29 十一	30 十二	31 十三	1 十四
2 湿地日	3 十六	4 立春	5 十八	6 十九	7 二十	8 廿一
9 廿二	10 北小年	11 南小年	12 廿五	13 七九天	14 情人节	15 廿八
16 除夕	17 春节	18 雨水	19 初三	20 初四	21 初五	22 初六
23 初七	24 初八	25 初九	26 初十	27 十一	28 十二	1 十三

## March 2026

一	二	三	四	五	六	日
23 初七	24 初八	25 初九	26 初十	27 十一	28 十二	1 十三
2 十四	3 元宵节	4 十六	5 惊蛰	6 十八	7 女生节	8 妇女节
9 廿一	10 廿二	11 廿三	12 植树节	13 廿五	14 廿六	15 廿七
16 廿八	17 廿九	18 三十	19 初一	20 春分	21 初三	22 初四
23 初五	24 初六	25 初七	26 初八	27 初九	28 初十	29 十一
30 十二	31 十三	1 愚人节	2 十五	3 十六	4 寒食节	5 清明

Goal setting in system starts on Feb,5<sup>th</sup>, closes on March,31<sup>st</sup>

- Recommend to set Individual goal in Feb
- Recommend to discuss & get approval Goal by Superior in March



# Key changes in 2026 PADR process



- Apply culture in PADR - alignment with Global: **40% Goal+ 60% culture**
- Goal setting timing: Feb 5th – March, 31st
- Goal adjustment:
  - Goal locked in system at end of March, with adjustment window in Mid-year;
  - Goal adjustment within 30 days after new assignment
- Annual review result locked in system by end of Jan next year in system



# Important Reminder – 2026 Goal



To ensure fairness, consistency, and auditability in the performance management process, all managers and employees are required to strictly follow the guidelines below:

## 1. No goal changes will be accepted during the year-end performance evaluation period

As a principle, individual performance goals cannot be revised at the time of year-end evaluation.

*Exceptions apply only when employees missed the goal-setting session due to maternity leave or work-related injury.*

## 2. Goal revisions should be completed during the mid-year review session

If business changes require goal adjustment, revisions should be made during the company's official mid-year goal review period (July–August). This is the designated and authorized window to ensure the relevance, completeness, and integrity of performance goals.

## 3. No goal updates are required for job changes occurring in October or later.

For role changes, department transfers, or responsibility adjustments that occur after October, performance goals do not need to be modified.

Only the performance approver needs to be updated according to the latest organizational structure.

## 4. Job changes occurring before October require goal adjustments within 30 days

If an employee's role or responsibilities change before October, the employee must submit a goal adjustment request within 30 days of the change.

The approval process is as follows (for the request submitted outside mid-year review period):

- **AM and above level employees:** Employee sends email to Function Head; Get approval. With HRBP & Moon Chen in copy.
- **Employees below AM level:** Approval by the Department Head, with HRBP & Moon Chen in copy,



# 重要提醒- 2026 目标设定



为确保绩效管理过程的公平性、一致性和可审计性，请各位管理者与同事严格遵循以下要求：

## 1. 年底绩效评价阶段不再接受目标修改。

原则上不允许在年度绩效评估时再对个人绩效目标进行更改。例外情况仅限：员工因产假或工伤而错过目标设定窗口期。

## 2. 目标修订应在年中目标回顾环节完成。

如因业务变化需要调整目标，应在公司统一的年中目标回顾期间（7-8月）进行修订。此时段为正式授权的调整节点，便于确保目标的合理性和完整性。

## 3. 10 月及之后发生的工作变动不需修改目标。

若员工在**10月以后**发生岗位调整、部门调动或职责范围变化，**无需变更绩效目标**。  
只需根据最新组织架构 **更新绩效审批人** 即可。

## 4. 10 月之前发生的工作变化需在 30 天内提交目标调整。

若工作职责或岗位在 **10 月之前发生变动**，员工须在变动发生后 **30 天内** 发起目标调整申请。

审批流程如下（指不在年中回顾期间提交的目标修改需求）：

• **AM 及以上级别员工**：雇员邮件申请，由 **Function Head** 审批，同时抄送 HRBP + 培训小组 Moon Chen

• **AM 以下员工**：由 **Department Head** 审批，同时抄送 HRBP + 培训小组 Moon Chen



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# 2026 PADR Outcomes Structure



The overall performance results of employees consist of two parts.

**WHAT 40%**

Performance  
objectives/expectations



**HOW 60%**

Cultural Expectations



**100 %**

- Evaluate employee's performance by two parts, WHAT & HOW, the total is 100%.
- Milwaukee BU & Shared Functions follow Milwaukee culture (shared function reporting to Ryobi leaders follows Ryobi culture to simplify)
- Ryobi, FC, OP and Shared function reporting to Ryobi leaders follows Ryobi culture





# 2026 PADR - Culture



## 7 Cultural Expectations for MIL format

<b>USER FOCUSED, SOLUTION DRIVEN</b>	Our Brand is centered on the journey of our users – from the moment they wake up, to the time they go to bed. We are deeply committed to understanding their requirements for working safely and more productively. Our mission is not just to provide solutions for their needs, but also to revolutionize how their work is done, in ways they hadn't imagined
<b>CANDID</b>	The commitment to be Candid fuels our culture. We lead with questions, seeking to understand and building trust. We proactively identify and address obstacles and opportunities, giving and receiving respectful feedback with the right people at the right time.
<b>EXTREME OWNERSHIP</b>	Extreme Ownership encourages thinking beyond one's current role, with a 'Total Company' mindset. To excel, we need to exercise Extreme Ownership in planning and execution across all business areas, emphasizing personal accountability for results, in dynamic environments. This involves prioritizing deliverables, engaging the right teams, driving escalation, and considering multiple solutions.
<b>DISRUPTIVE MINDSET</b>	Change is not an option, it's our driving force. We don't just adapt. We don't just invent. We disrupt. Our journey is defined by a relentless march towards innovation and transformation.
<b>RELENTLESS IMPROVEMENT</b>	Relentless improvement is our proactive problem-solving approach aimed at enhancing results, productivity, and efficiencies. By challenging the status quo, we ensure continual growth of our business, teams, and ourselves.
<b>SPEED, AGILITY, AND URGENCY</b>	Speed is core to our planning and execution. Our agility empowers us not only to anticipate and identify multiple viable solutions to complex challenges, but also to prioritize how we respond and act with a sense of urgency.
<b>ONE TEAM MENTALITY</b>	Within our collaborative culture, everyone is respected, listened to, valued, and actively involved. We consistently nurture, communicate, and celebrate our team successes, embracing a collective spirit of winning together.

## 5 Cultural Expectations for Ryobi format

<b>PEOPLE FIRST</b>	We value, respect, and empower each unique team member to maximize their potential—people are our greatest investment.
<b>TOTAL OWNERSHIP</b>	We are accountable. Using an enterprise mindset, we think beyond our current role to deliver superior value and service to our customers.
<b>CANDID COMMUNICATION</b>	We value open, honest, and productive dialogue that fosters respect, trust, and transparency to accelerate growth.
<b>INNOVATION LEADERS</b>	We are innovators, challenging each other to grow, evolve, and push boundaries to deliver solutions globally.
<b>ONE TEAM MENTALITY</b>	We are ONE team, harnessing the power of passion, teamwork, and collaboration across the globe to drive aggressive results.

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# 2026 PADR Operating Guideline



## PADR --- Goal Setting

1. Objectives/Expectations
2. Individual Development Plan



# Goal setting guidance --Objectives/Expectations



Suggest setting **4-6** key goals to focus on in a whole year; the maximum limitation of key objectives in system is 10.

- The goal is not a record of daily matters, but a key project or indicator
- Personal goals stem from the team's strategy, and have in-depth discussions with your supervisor about the value and significance of these goals
- Prioritize by importance and discuss with your supervisor



# Goal setting guidance --Objectives/Expectations



When creating goals, utilize the **SMART** framework seen here.

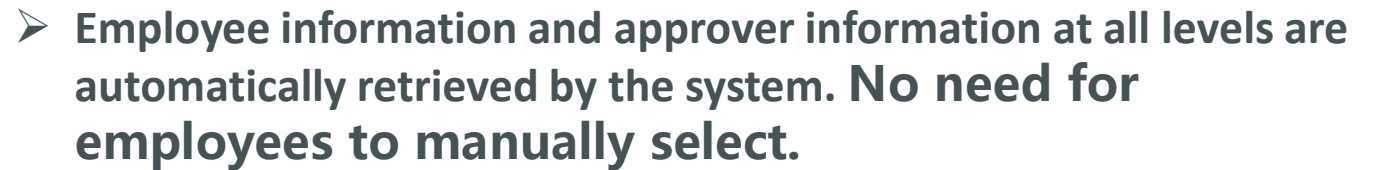
This framework helps in crafting goals that are more likely to lead to **success**.



# TTI Goal setting guidance--Objectives/Expectations Sample



Rule	Example
Goals need to run through organizational strategy to the execution level, and individual goals are the breakdown of company/team goals 目标需贯穿组织战略到执行层，个人目标是公司/团队目标的分解。	<p>✓ " the company's strategic requirement is to "enhance product competitiveness" - &gt;set a personal goal of "leading the iteration of three core functions in XX project and cost down by 10%". 公司战略要求“提升产品竞争力” → 设定个人目标为“主导XX 项目3项核心功能迭代，产品成本下降10%”。</p>
Please follow SMART to set personal performance goals.遵循SMART来设置个人绩效目标。	<p>Due to the high defect rate of the product (currently 8%)因产品不良率偏高（当前8%），            ✗ Improve quality by optimizing the process flow. 通过优化工艺流程提升品质。            ✓ Reduce the defect rate of production line A from 8% to below 3% within 6 months, and ensure a 1% month on month decrease in defect rate by introducing automated testing equipment (D stage) and operator skill training (S stage).            在6个月内将生产线A的不良率从8%降低至3%以下，通过引入自动化检测设备（D阶段）和操作人员技能培训（S阶段），确保每月不良率环比下降1%”。</p>
Personal performance goals are not a duplicate description of JD. 个人绩效目标不是JD 的重复描述。	<p>✗ " handling daily employee inquiries 处理日常员工咨询</p>
Supervisor's personal performance goals are not a summary of subordinates' work tasks. 个人绩效目标不是下属的工作任务汇总	<p>✗ "complete the systematic organization of test data". 完成测试数据的系统化整理。</p>



Review/Comment	xxx	Self-Depic	xxx	Project/Project Title	xxx
一级审批1st level approver	xxx	二级审批2nd level approver		三级审批3rd level approver	
四级审批4th level approver		五级审批5th level approver		六级审批6th level approver	
七级审批7th level approver		填写说明instruction	<a href="#">Click Here</a>		

员工的绩效评估由“业绩目标/期望”和“文化期望评估”两部分完成。总占比100%；岗位胜任力评估将作为员工个人发展计划的参考，不纳入绩效评估。The overall performance of an employee is composed of two parts: "performance goals/expectations", total 100%. The assessment of job competency will serve as a reference for the employee's personal development plan and will not be included in the performance evaluation.

绩效比例设定Performance ratio setting	
*绩效目标占比1-100% Performance objectives/expectations (1-100)%	*文化期望占比1-100% Cultural Expectations (1-100)%

绩效目标/期望评估Performance objectives/ Expectations Assessment

最多十项。比例总和为百分之一百Up to ten items, proportion is 100%

序号 No.	*目标 Goals SMART- Specific / Measurable / Attainable / Relevant / Time-bound	*衡量成功与否的关键指标 Success Indicator	*权重 Weight(%)
1			30%

- **Performance = objectives/expectations + culture expectations**  
Employees are only required to set their individual performance goals. There is no need to define culture expectations, as the cultural components are standardized by the company and will be automatically populated by the system.





# PADR Goal setting - Format



4th Approver	<input type="text"/>	Instruction	<a href="#">Performance Goal Setting.pdf</a>	Cultural Expectation	<a href="#">Performance-Goal-Setting.pdf</a>
Performance goal setting export					
Up to only ten items, proportion is 100%					
Performance objectives					
+ x	*Goals(Specific / Measurable / Attainable / Relevant / Time-bound)	*Success Indicators-Min	*Success Indicators-Target	*Success Indicators-Stretch	*Weight(%)
Performance Attachment					
Attachment		<a href="#">Browse</a>			

- Maximum 10 Performance Objectives.
- Be SMART
- Three levels for Success Indicators: Min, Target, Strengths

## \*衡量成功与否的关键指标

### Success Indicators

Min 最低	它代表着绩效底线，低于这个标准是不可接受的。就像制造业工程师，如果他负责一个产品的研发项目，Min标准可能是在规定时间内完成产品的基本功能开发且产品合格率达到80%，若未达到这个标准，绩效就是不可接受的。 MIN: It represents the performance baseline, and anything below this standard is unacceptable. For example, for a manufacturing engineer responsible for a product development project, the MIN standard might be completing the basic functional development of the product within the required timeline, with a product pass rate of 80%. If this standard is not met, the performance rating would be unacceptable.
Target 目标	Target（目标）是在正常情况下期望达成的目标，若能达成，绩效评估为ME。还是以制造业工程师为例，Target可能是在规定时间内完成产品所有功能开发，产品合格率达到90%，这是正常工作状态下希望达到的成果。 Target: The target is what we expect to achieve under normal circumstances. If the employee meets this expectation, the performance rating would be ME. Using the same manufacturing engineer example, the Target might be completing the full functional development of the product within the required timeline, with a product pass rate of 90%. This is the level of output expected during normal performance.
Stretch 挑战目标	Stretch（挑战目标）意味着超出预期，可能是比预计花费更少成本、提前完成目标、取得更大正向影响或更好结果。对于这位工程师来说，Stretch可能是提前一个月完成产品开发，产品合格率达到95%，并且在开发过程中优化了生产流程，降低了生产成本。 Stretch: The stretch goal means exceeding expectations — spending less cost than planned, completing objectives ahead of schedule, achieving greater positive impact, or delivering better results. For this engineer, a Stretch goal might be completing product development one month earlier than planned, achieving a 95% product pass rate, and optimizing the production process during development to reduce manufacturing costs.



# 2026 PADR Operating Guideline



## PADR --- Goal Setting

1. Objectives/Expectations
2. Individual Development Plan





# PADR Goal setting guidance – Individual Development Plan



- Job competences are included in Individual Development Plan
- Individual development plan or career plan need to be consistent with organizational needs
- Discuss IDP with supervisor
- Use the 70-20-10 concept for development plan, not just limited to training courses (List up specific measures, such as on-the-job training, project task delegation, training courses, lectures, on- the-job work practices, mentoring, etc. that will help employees better develop their career)

**20%**

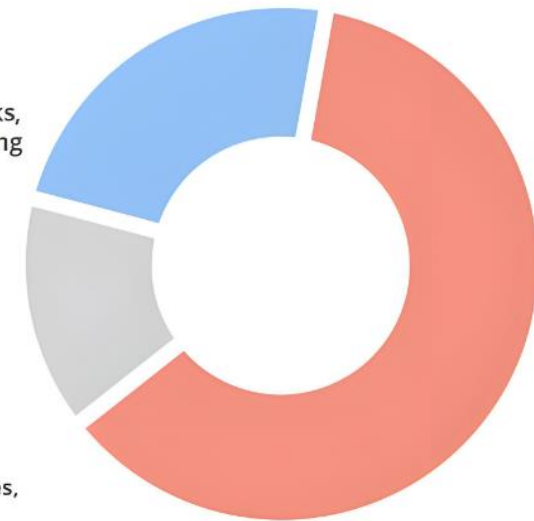
**Social Learning**

Communities, networks, coaching and mentoring

**10%**

**Formal Learning**

Learning courses, classes, and training programs



**70%**

**Experiential Learning**

New and challenging experiences



# PADR Goal setting - Format



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Performance goal setting export					

Up to only ten items, proportion is 100%

	*Goals(Specific / Measurable / Attainable / Relevant / Time-bound)	*Success Indicators-Min	*Success Indicators-Target	*Success Indicators-Stretch	*Weight(%)
Performance objectives					

Performance Attachment

Attachment	<input type="button" value="Browse"/>
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IDP (Individual Development Plan)

\*Personal Strengths

\*Develop Areas

\*Individual Development Plan

Individual development plan should include any career development goals consistent with the company's development needs and list up specific measures (such as on-the-job training, project task delegation, training courses, lectures, on-the-job work practices, etc.) that will help employees better develop their career.

- IDP(Individual Development Plan) is divided into 3 text box: Personal Strengths, Develop Areas & development plan

## 个人优势:

指员工的能力或个性方面的优势。如，擅长英语沟通；逻辑性强；乐于提供协助等。

## Personal Strengths:

This refers to an employee's strengths in skills or personality. For example: strong English communication skills, strong logical thinking, or willingness to offer assistance.

## 成长领域:

用于识别员工的短板，填写自身待提升的能力项。如：需要提升项目管理经验；需要加强演讲能力等。

## Development Areas:

This is used to identify an employee's shortcomings and areas where improvement is needed. For example: needing to improve project management experience, or needing to strengthen presentation skills.

## 年度个人发展计划IDP:

针对“个人优势”、“成长领域”，制定具体的发展行动清单。发展行动清单结合70-20-10的发展原则制定

## Individual Development Plan (IDP):

Based on the “Personal Strengths” and “Growth Areas,” employees develop a concrete list of development actions. The development actions should follow the 70-20-10 development principle.

# THANKS

