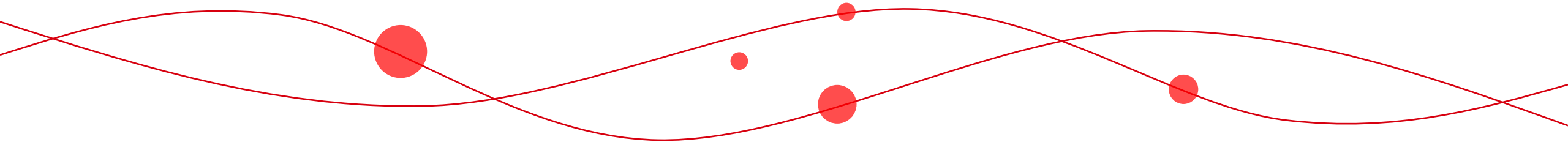


Motion G

Culture

2024/07



1) AI's impact surpasses previous advancements, revolutionizing productivity with minimal intelligence costs

- Intelligence cost = Zero = New Infra platform will emerge
- Overtime, Internal data/knowledge << Public Domain Knowledge

2) Two significant business opportunities evolving:

- **Short Term:** Enhancing traditional processes with cutting-edge tools
- **Long Term:** Pioneering paradigm shift in business models

3) The Key in the AI Game: Control the "X"

- To fight the game, two potential paths:
 - Owns high technology capabilities
 - Leverages product-market fit
- To win the game, "X" is essential

- **Building on Zero Intelligence Costs:** Unleashing and leverage advanced technology to create unprecedented value.
- **Scale Determines Success:** Pushing the boundaries of knowledge and capabilities, daring to innovate, consistently creating customer value beyond expectations to drive scalability.
- **Future Competition:** Engaging in comprehensive international competition with leading global enterprises, relying on a diverse global team united by shared beliefs and unified principles to chart a course for future success.

1) **Focus on Customer Value Creation: the only way to sustain ourselves**

- Dedicate every action to maximizing customer value.
- Prioritize customer satisfaction over internal validation.
- This is our fundamental principle for evaluating performance, allocating resources, and resolving internal conflicts.

2) **Be Bold and Embrace a Builder Mentality: the only way to find the new product and market fit and build X**

- Proactive and Innovative: Dream big, build what's needed! Step out of your comfort zone, take risks, and tackle challenges with creativity and initiative.
- Ownership and Solutions: Embrace a problem-solving mindset. Run towards problems and take responsibility for solutions.
- Continuous Growth: Stay hungry for improvement and learning. Always enhance your skills and contribute to growth.

3) **Adopt Scalability Thinking: the only competitive edge in the long term**

- Top-down thinking, not resources based reasonings.
- Always prioritize scalability as the key to business breakthroughs.

4) **Win as One Team: the only way to win**

- We triumph and persevere together.
- Remember that our investors buy into the whole team, not just individuals.

Detailed Guideline

1) Focus on Customer Value Creation: the only way to sustain ourselves

- **Empathy and customer obsession:**
 - Lasting principles over short-term technology.
 - Strive for customer validation, not just internal approval.
 - Commitment to fighting for customer value.
- **Deep Customer Engagement:**
 - Regular customer visits (Avoid developing in isolation).
 - Thoroughly understand and address their needs: fast horse vs. car analogy.
- **Key Practice areas:**
 - Hiring, Evaluation, and Promotion.
 - Conflict Resolution.

2) Be Bold and Embrace a Builder Mentality: the only way to find the new product and market fit and build X

- **Dare to Dream Big:** Challenge conventional beliefs, dream big, to seize new opportunities.
- **Embrace Risk and Initiative:** Step out of your comfort zone, take risks, and approach challenges with creativity.
- **Ownership and Solutions:** Embrace a proactive problem-solving mindset. Run towards problems and take responsibility for solutions.
- **Continuous Growth:** Stay hungry for improvement and learning. Always strive for personal and professional growth. Continuously enhance skills to drive organizational development.
- **Future-Focused Builder:** Why Me? I am the builder, and only I can build the future.
- **Navigate Ambiguity:** Confidently handle uncertainty and see setbacks as valuable learning opportunities.
- **Courageous Persistence:** Overcome obstacles, defy skepticism, and pioneer new paths with courage and vulnerability.

3) Adopt Scalability Thinking: the only competitive edge in the long term

- Only the scalers make it.
- Only the scalers have all the resources.
- Top-down thinking, not resources based reasonings.
- The only way to scale is to scale with Machine.
- Human SOP vs. Machine SOP.
- Scale equals to:
 - 1) Network effect.
 - 2) Ecosystem and Supply Chain.
 - 3) Team/Org/Product/Platform/Sales/.....
 - 4) Can you attract and assemble the best team or you are the bottlenecks?

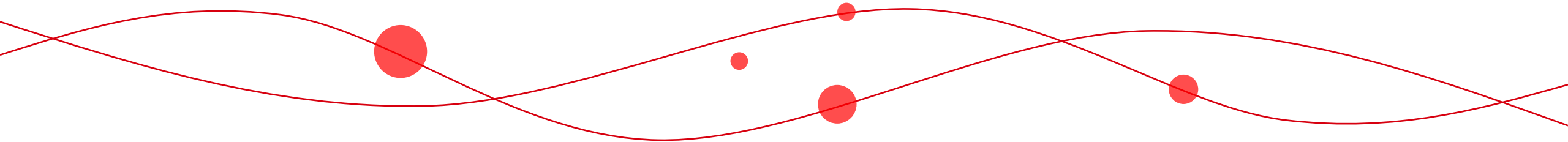
4) Win as One Team: the only way to win

- We triumph or perish together, at the end.
- Run toward the fire for the teammate.
- The investors invest in the whole team, not part of the team.
- No complaints; encourage each other to become a builder.
- Embrace trust, transparency, and candid communication.
- Uphold high standards for each other.

Motion G

文化

2024/07



1) AI引爆伟大时代，使得智能成本无限接近于零，革命性提高生产效率

- 智能成本 = 零 = 将诞生全新的基础设施平台
- 随着时间推移，内部数据/知识 << 公开专业知识

2) 两种商业应用会逐步发展

- 短期：利用先进工具强化传统流程
- 长期：开创全新商业范式

3) 成功的关键在于创造“X”

- 参与AI革命的方式有两种
 - 构建硬科技能力
 - 发现“市场契合点” (Market-fit)
- 成功的关键在于创造“X”

- AI革命引爆伟大时代，使得智能成本无限接近于零。这让我们有机会利用先进技术，创造前所未有的价值。
- 成败的关键在于能否驱动规模化增长。我们必须全方位拓展知识和能力边界，大胆创新，始终坚持创造客户价值，超越客户预期，驱动规模化增长。
- 未来的竞争，将是与国际领先企业的全面竞争。国际化竞争依靠多元化的全球团队，唯有打造共同信念和统一原则，方可同舟共济，赢得未来。

1) 坚持“客户价值”为中心：唯一生存路径

- 致力于最大化创造客户价值
- 客户满意度高于内部认可
- 客户满意度是我们绩效评估、资源分配、冲突处理的根本原则

2) 勇敢尝试，成为筑梦者：唯一创造“X”的方法

- 勇于创新：大胆梦想，勇敢尝试
- 承担责任：跳出舒适圈，直面问题，解决问题
- 持续成长：保持饥饿，坚持学习，持续成长

3) 打造“规模化增长”思维：唯一竞争优势

- 自上而下思考，放弃资源思维
- 始终将规模化增长作为业务突破的关键

4) 同舟共济，胜则共荣，败亦同担：唯一获胜之路

- 作为一个团队，共担风雨，共赢未来
- 铭记在心：投资者投资的是整个团队

文化细则示例

1) 坚持客户价值为中心：唯一生存路径

- **同理心和客户至上：**
 - 长期原则 VS 短期技术
 - 寻求客户认可，而不是内部认可
 - 勇于为客户价值而战
- **深入理解客户，超越客户预期：**
 - 定期客户拜访（避免闭门造车）
 - 深入理解客户，超越客户预期：更快的马 VS 汽车
- **关键措施：**
 - 招聘、评估、晋升
 - 解决冲突

2) 勇敢尝试，成为筑梦者：唯一创造“X”的方法

- **大胆梦想：**挑战传统观念，大胆梦想，捕捉新机会
- **拥抱风险：**跳出舒适圈，敢于承担风险，用创造力去应对挑战
- **承担责任：**以主动解决问题的心态，直面问题，解决问题
- **持续成长：**保持饥饿，坚持学习，始终追求个人和职业成长，持续提升技能，驱动组织发展
- **心怀未来的筑梦者：**为什么是我？我是筑梦者和建造者，只有我能建造未来
- **驾驭模糊性：**充满自信的应对不确定性，将挫折视作宝贵的学习机会
- **勇敢坚持：**克服障碍，挑战怀疑，以无畏的勇气和如履薄冰般的意志开创新路

3) 打造规模化思维：唯一竞争优势

- 只有规模化思维的人才能成功
- 只有规模化思维的人才能拥有资源
- 自上而下思考，放弃资源思维
- 规模化的唯一方式是利用机器实现规模化
- 传统人为 SOP VS 机器 SOP
- 规模化等于：
 - 1) 网络效应
 - 2) 生态体系和供应链
 - 3) 团队/组织/产品/平台/销售/.....
 - 4) 你可以吸引和组建最牛的团队吗？自己是瓶颈吗？

4) 同舟共济，胜则共荣，败亦同担：唯一获胜之路

- 最终，我们将一起胜利或失败
- 为团队赴汤蹈火
- 投资人投资的是整个团队
- 不要抱怨，要鼓励彼此成为筑梦者和建造者
- 信任和透明，坦诚沟通
- 相互高标准要求

THANK YOU!

