Sustainability Report

FOXCONN
鴻海科技集團





Table of contents

Preface

- About This Report 1
- Letter from the Chairman 2
- Company Profile and Business Overview 3
- Overview of Sustainable Management and Transformation 4
- 2025 Sustainability Performance Highlights 5
- 2025 Recognitions and Honors 6

Sustainability Governance and Management 7

- Sustainability Vision, Strategy, and Governance 7
- Sustainability Goal Management 12
- Double Materiality Analysis 16
- Impact of Double Materiality Issues on Foxconn and the Value Chain 17
- Stakeholder Identification and Engagement 21

01 Sound Governance, Integrity-Based Management 26

- Corporate Governance 28
- Business Ethics 32
- Risk and Crisis Management 35
- Information Security 39
- Customer Privacy Protection 45

02 Intelligent Innovation, Resilient Value Chain 46

- Innovation and Business Model Resilience 48
- Sustainable Supply Chain Management 54

03 Climate Action and Net Zero Transition 71

- Climate Governance and Strategy 73
- GHG Emissions 92
- Energy Management 96

04 Green Manufacturing, Sustainable Circularity 104

- Environmental Policy and Management 106
- Water Resources and Wastewater Management 107
- Waste and Hazardous Substance Management 114
- Sustainable Raw Materials and Product Management 117
- Air Quality and Pollution Management 120
- Ecological Impact and Biodiversity 122

05 Diversity, Inclusion, and a Happy Workplace 127

- Talent Attraction and Retention 129
- Human Capital Development 139
- Diversity, Equity, and Inclusion 159
- Human Rights Management 168
- Occupational Health and Safety 175

06 Shared Success with Customers, Shared Prosperity with Society 186

- Customer Relations & Brand Management 188
- Product Quality 190
- Community Investment and Social Impact 191

Appendix 205

- Appendix 1: Key ESG Quantitative Data Tables 205
- Appendix 2: GRI Content Index 213
- Appendix 3: Standard(s) Used: SASB Standards — Cross-industry Topics for the Other Electronics 219
- Appendix 4: Financial Supervisory Commission (FSC) Sustainability Disclosure Indicators (Other Electronics Industry) 220
- Appendix 5: TWSE/TPEx Listed Company Climate-related Information 221
- Appendix 6: Third-Party Assurance Statement 223
- Appendix 7: Glossary 225

About This Report

Reporting Principles

The Hon Hai Technology Group 2025 Sustainability Report (hereinafter referred to as "this Report") serves as a key communication document through which Hon Hai Precision Industry Co., Ltd., also known as Foxconn Technology Group, (hereinafter referred to as "the Company", "Hon Hai", "Foxconn", or "the Group") continuously discloses to its stakeholders the Group's sustainability management policies, initiatives, and annual performance. This Report is published in both Traditional Chinese and English editions for reference by stakeholders worldwide, with electronic versions available on Foxconn's official website.

This Report aims to present Foxconn's management framework, action outcomes, and future directions for improvement across the Environmental, Social, and Governance (ESG) dimensions, helping stakeholders understand how the Group integrates sustainability principles into its corporate management, global operations, and value chain management, while continuing to create long-term value.

Unless otherwise specified, all financial amounts disclosed in this Report are denominated in New Taiwan Dollars (NT$).

Reporting Period

This Report covers the period from January 1, 2025, to December 31, 2025, encompassing key information and performance across Foxconn's sustainability governance, operational transformation, environmental management, talent development, responsible supply chain, innovation and R&D, and social engagement during the year. To help readers grasp trends and compare progress on certain issues, some content may include retrospective data from prior years as needed.

Reporting Cycle

Since publishing its first Corporate Social Responsibility report in 2009, Foxconn has continued to disclose sustainability-related information annually. This Report marks Foxconn's 18th sustainability report, and the Company will continue to publish such reports annually.

- **Previous edition**: 2024 Sustainability Report, published in August 2025
- **Current edition**: 2025 Sustainability Report, published in August 2026
- **Next edition**: 2026 Sustainability Report, scheduled for publication in August 2027

Reporting Scope and Boundary

The reporting entity of this Report is Hon Hai Precision Industry Co., Ltd., and the major subsidiaries included within the scope of its 2025 consolidated financial statements. The disclosure scope covers 241 key operational sites across Taiwan, mainland China, Vietnam, India, Europe, and the Americas, with sustainability management information and performance data from major sub-groups—including Foxconn, FII, FIT, and FIH—serving as the basis for disclosure.

The organizational boundary of this Report is, in principle, consistent with the scope of the 2025 consolidated financial statements. Where the disclosure scope, statistical basis, or calculation boundary of an individual chapter differs from the aforementioned principle, such differences are separately noted in the relevant chapter or accompanying charts. Where certain disclosed data for the current year has been restated due to adjustments in calculation methods, statistical scope, or definitions, the reasons and impacts are explained in the relevant chapters.

Reporting Guidelines and Information Management

This Report has been prepared primarily in accordance with the GRI Sustainability Reporting Standards 2021 issued by the Global Reporting Initiative (GRI), with reference to the IFRS S2 Sustainability Disclosure Standards issued by the International Financial Reporting Standards Foundation (IFRS Foundation), the Sustainability Accounting Standards Board (SASB) Standards, and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), in disclosing Foxconn's management policies, initiatives, and annual performance on material sustainability issues.

The information contained in this Report is collected and compiled by the respective responsible units, reviewed by department heads, and then submitted to the relevant sustainability governance units for consolidation, preparation, and internal verification. The complete Report is released externally only after being finalized in accordance with internal review procedures, thereby enhancing the completeness, accuracy, and reliability of the disclosed information.

External Assurance

To enhance the transparency and credibility of the information in this Report, Foxconn has engaged the independent third-party verification body AFNOR Asia Ltd. to conduct assurance in accordance with the AA1000AS v3 (2020) standard, providing a Type 2 Moderate assurance level. For details on the assurance scope, methodology, and conclusions, please refer to the Independent Third-Party Assurance Statement included in this Report.

Contact Information

If you have any suggestions or feedback regarding the content of this Report, we welcome you to contact us:

Hon Hai Precision Industry Co., Ltd. Sustainability Committee

- **Address**: No.2, Ziyou St., Tucheng Dist., New Taipei City 236, Taiwan
- **Tel**: +886-2-2268-3466 ext. 5060-72177
- **Email**: sustainability@foxconn.com
- **Official Website**: https://www.honhai.com/en-us



Letter from the Chairman

"Driving Sustainability through Technological Innovation, Creating Long-term Value through Resilient Governance"

The world is entering a new era of profound uncertainty and, at the same time, abundant opportunity. Climate change, geopolitics, supply chain restructuring, and the rapid advancement of artificial intelligence are redefining corporate competitiveness. For Hon Hai/Foxconn, a truly world-class enterprise must not only possess scale and efficiency but also remain resilient amid change, continuously create value through innovation, and respond responsibly to the expectations of employees, customers, investors, supply chain partners, and society.

Foxconn has always upheld the philosophy that "Sustainable Operation = EPS + ESG." EPS represents the enterprise's ability to sustain growth and create value; ESG is the foundation that makes growth enduring, stable, and trusted. The two are not a trade-off but two sides of the same coin. Only by truly integrating sustainability into corporate governance, operational management, and investment decision-making can we transform environmental and social challenges into opportunities for efficiency, innovation, and new growth.

The year 2026 marks an important starting point for Foxconn's next stage of transformation. With artificial intelligence as our core driving force, we are advancing "Foxconn 1.0 Excellence Transformation, Foxconn 2.0 Digital and Intelligent Empowerment, and Foxconn 3.0 Platform Value Creation," and continuing to deepen our "3+3+3" development strategy. Artificial intelligence is not only an important growth engine for the Group but will also become a vital tool to enhance energy efficiency, strengthen risk management, improve workplace safety, and increase supply chain transparency. The value of technological innovation lies not only in creating better products but in propelling manufacturing, daily life, and society toward a smarter, lower-carbon, and more inclusive future.

Innovation must be built upon sound governance. Foxconn continues to strengthen the functions of its Board of Directors, risk management, legal compliance systems, information security, and information transparency, and is progressively incorporating sustainability performance into its operational management and decision-making mechanisms. What we pursue is not merely regulatory compliance but the building of long-term trust among stakeholders through systems, data, and accountability.

In the face of climate change, we continue to advance energy conservation and carbon reduction, renewable energy, green manufacturing, and the circular economy, steadily progressing toward our goals of 100% green electricity use at global campuses by 2040 and net-zero emissions across the value chain by 2050. At the same time, we regard the natural environment as important capital for the enterprise's long-term development, and we continue to invest in water resource management, waste circularity, biodiversity, and nature conservation, so that corporate growth and the environment form a positive cycle.

Foxconn has an immense operational scale and a worldwide talent team. We deeply understand that the greater an enterprise's influence, the greater its responsibility. Respecting human rights is the bottom line of corporate operations, not an option. We will continue to strengthen workplace health and safety, responsible recruitment, employee communication, and grievance and remediation mechanisms, and build a diverse, inclusive work environment with development opportunities, so that every colleague can work with peace of mind and grow continuously.

An enterprise's sustainability cannot be confined to its own operations; it must extend across the entire value chain. Foxconn will leverage its global manufacturing and supply chain influence, working hand in hand with customers and supplier partners to advance low-carbon transition, responsible business, human rights due diligence, and sustainable innovation. What we look forward to is not merely reducing our own risks but jointly enhancing the resilience and competitiveness of the entire industry together with our partners.

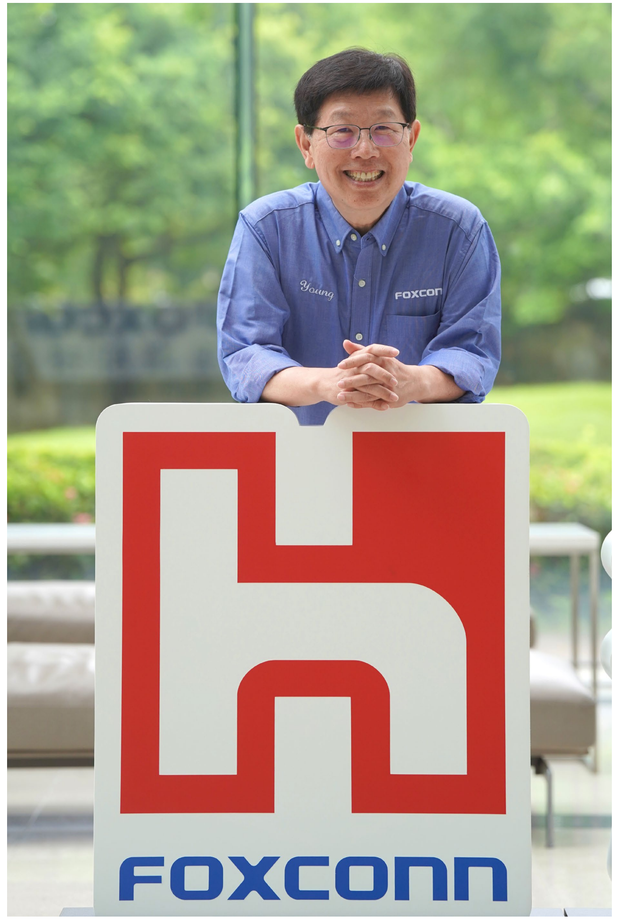
To this end, Hon Hai/Foxconn has officially released its "2026–2030 Sustainable Long-term Goals," establishing a management framework covering 21 categories and 34 strategic actions, centered on six major pillars: Green Intelligence, Circular Economy, Employee Satisfaction, Win-Win Strategy, Governance & Commitment, and Risk & Compliance. This is not merely a checklist of sustainability work, but Foxconn's commitment over the next five years to comprehensively integrating sustainability into corporate governance, operational decision-making, and global deployment. We will continue to enhance corporate resilience through more transparent data, clearer accountability, and more concrete actions, creating a win-win outcome of both business value and sustainable value.

The value of an enterprise comes not only from the revenue it generates today, but also from what it can leave behind for industry, society, and the environment in the future.

I would like to sincerely thank every colleague of Foxconn around the world who has always upheld the spirit of "integrity, diligence, and agility" and devoted their full effort to every task. I also thank our global customers, partners, investors, and all stakeholders for their trust and support. It is because we have all journeyed together that Foxconn has been able to break through and grow continuously.

Looking ahead, Foxconn will uphold the attitude of "delivering on our promises, and striving for even better," driving sustainability through technological innovation, building trust through excellent governance, and joining hands with all sectors in the spirit of "sharing, cooperation, and mutual prosperity," steadily advancing toward our goal of becoming a comprehensive, world-class company of excellence, and jointly building a more resilient, lower-carbon, and more inclusive sustainable future.

Hon Hai Precision Industry Co., Ltd.
Chairman Young Liu
August 2026



Company Profile and Business Overview

Business Overview and Global Footprint

Founded in 1974 and listed on the Taiwan Stock Exchange (TWSE: 2317), Hon Hai Precision Industry Co., Ltd. (Foxconn Technology Group) is a global leader in high-tech manufacturing and services. Built upon a foundation of precision manufacturing technology, the Group has long cultivated its presence in the Electronic Manufacturing Services (EMS) field, while continuously integrating R&D innovation, smart manufacturing, digital transformation, and global supply chain management capabilities to develop an operating model that combines scale, efficiency, and resilience. In 2025, the Group's consolidated revenue reached NT$8.1 trillion.

Foxconn's business scope spans major segments including Smart Consumer Electronics, Cloud and Networking Products, Computing Products, and Components and Other Products. Guided by its "3+3+3" strategy as a key direction for driving future growth, the Group is actively expanding its presence in three major emerging industries—electric vehicles (EV), digital health, and robotics; three core technologies—artificial intelligence, semiconductors, and next-generation communications; and three smart platforms—smart manufacturing, smart EV, and smart city. Leveraging its comprehensive capabilities spanning components, modules, system integration, and manufacturing services, Foxconn continues to help customers accelerate product innovation and industrial upgrading, while playing a pivotal role in the global technology supply chain.

As of 2025, Foxconn has established operational sites in 24 countries and regions worldwide, spanning Asia, the Americas, and Europe. The Group continues to deepen its global logistics with the adoption of a strategy that enters research and development (R&D) in Greater China and the US, design and manufacturing in Asia, the US and Europe, and complemented by global assembly and delivery, in order to enhance customer service efficiency, strengthen regional manufacturing resilience, and continuously optimize resource allocation and localization capabilities in response to geopolitical risks, supply chain restructuring, and shifting market demand.

Founded	1974
TWSE	TWSE 2317
Global Employee Headcount	610,000
Campuses / offices	241
Countries and regions	24
Consolidated revenue reached	NT$8.1 trillion



Overview of Sustainable Management and Transformation

In the face of rapid industry transformation and the global trend toward sustainable transition, Foxconn continues to drive corporate upgrading from a long-term management perspective, regarding sustainable development as a vital foundation for strengthening competitiveness and operational resilience. Through the parallel development path of "Foxconn 1.0 Existing Business Optimization, Foxconn 2.0 Digital Transformation, and Foxconn 3.0 Transformation and Upgrading ", the Group is actively positioning itself in high-value-added future industries and key technologies while enhancing operational efficiency and manufacturing capabilities.

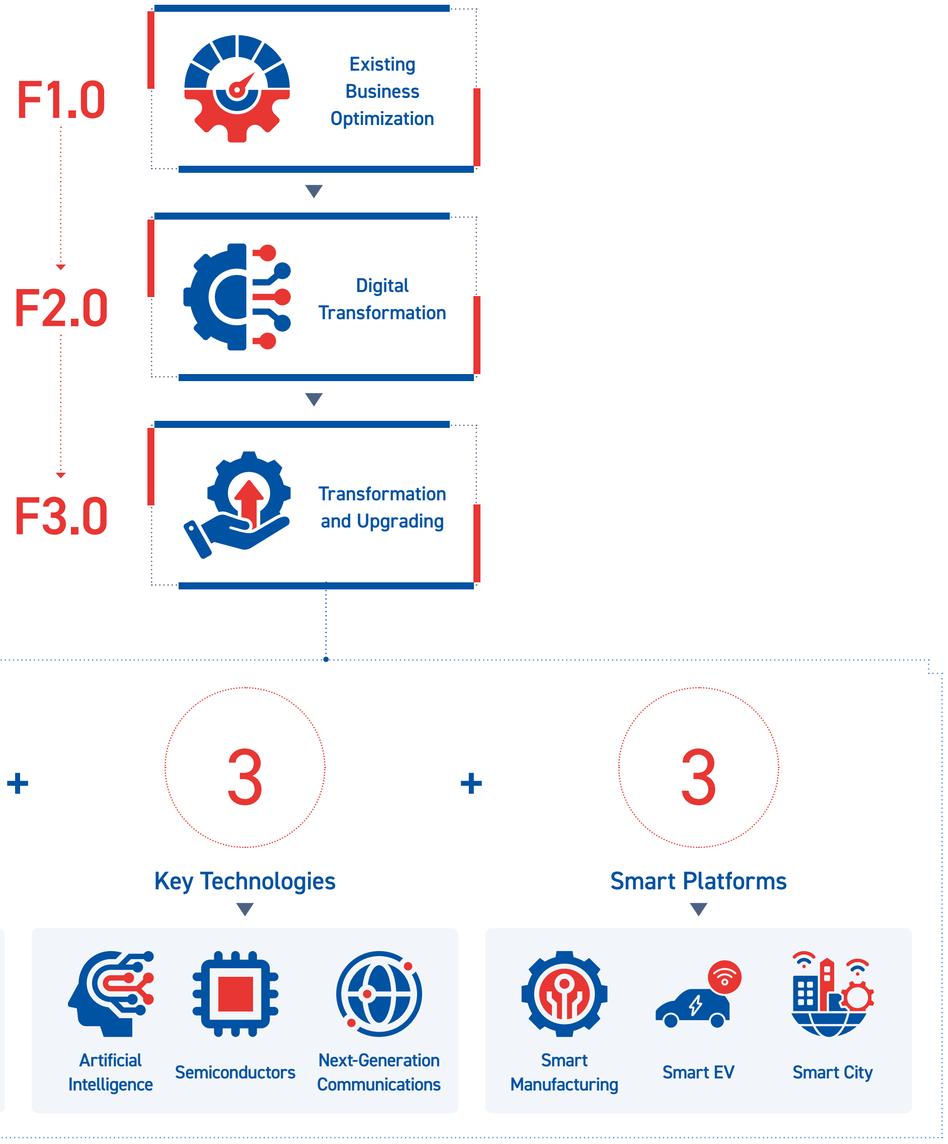
In the F1.0 and F2.0 stages, Foxconn continues to advance process optimization, smart manufacturing, digitalized management, and global supply chain collaboration, strengthening its capabilities in quality, efficiency, cost, and inventory management. Through data governance and system integration, the Group enhances operational transparency and decision-making efficiency. The establishment of these foundational capabilities not only helps strengthen the Group's adaptability in a complex environment but also lays a solid foundation for environmental management, energy efficiency, and supply chain sustainability.

In the area of F3.0, Foxconn continues to focus on its "3+3+3" development strategy—using the three major future industries of electric vehicles, digital health, and robotics as application domains; combining the three key technologies of artificial intelligence, semiconductors, and next-generation communications; and developing the three smart platforms of smart manufacturing, smart EV, and smart City—thereby propelling the Group's gradual evolution from a manufacturing-oriented model toward a technology- and platform-oriented one. In addition, by establishing six research centers under the Foxconn Research Institute, the Group invests in forward-looking technology R&D over the next three to seven years, continuously strengthening its capabilities in technology and product innovation. This drives the Group's continued upgrading from a labor-intensive to a knowledge-intensive model, supporting long-term growth momentum and industrial upgrading.

Foxconn also continues to embed sustainability thinking into its innovation and operational decisions. Whether in responsible supply chain management, energy conservation and carbon reduction, renewable energy use, resource circularity, water resource management, occupational health and safety, talent cultivation, social engagement, information security, or risk management, the Group implements sustainability requirements throughout its global operations and value chain management through systems, technologies, and collaborative mechanisms.

An enterprise's long-term competitiveness stems from the continuous accumulation of sound governance, technological innovation, operational resilience, and social trust. Foxconn will continue to strike a balance between growth and responsibility, advancing its sustainable transformation through pragmatic action, and working together with global partners to build a more resilient future of shared value.





2025 Sustainability Performance Highlights

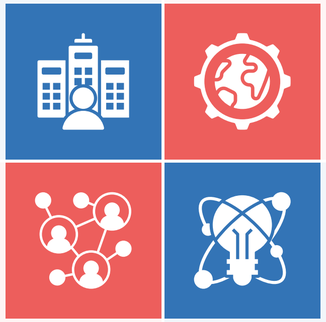
In 2025, Foxconn continued to deepen its sustainability governance and enhance its operational resilience, driving steady progress across the environmental, social, and governance (ESG) dimensions through innovation and R&D, low-carbon transformation, responsible supply chain management, and talent development. Key achievements for the year are as follows:

Sound Governance and Resilient Operations

- Female directors accounted for **33.33%** of board seats, continuously enhancing board diversity and the quality of decision-making.
- Continued to strengthen global risk management and operational resilience mechanisms, improving the capacity to respond to market volatility and geopolitical risks.
- The Group completed **980** internal and external information security-related audits, and maintained an **"A"** excellence rating in external cybersecurity exposure assessments.
- The Group completed **85** RBA Validated Assessment Program (VAP) third-party audits worldwide, earning **6** Platinum certifications, **2** Gold certifications, and **33** Silver certifications.
- The critical mineral supply chain achieved **100%** compliance with conflict-free mineral requirements, with all relevant smelters certified under the third-party Responsible Minerals Assurance Process (RMAP).

Climate Action and Resource Management

- In 2025, absolute Scope 1 and Scope 2 greenhouse gas emissions decreased by **53.6%** compared with 2020, continuing our progress toward the net-zero transition goal.
- The green electricity accounted for **68.37%** of the Group's electricity consumption in 2025, ahead of the original 2030 target of 50%, with steady expansion of green power procurement and renewable energy integration.
- Major sites obtained a total of **40** valid UL 2799 Zero Waste to Landfill certificates, continuing to advance the circular economy and waste reduction.
- In 2025, the Group's water intensity decreased by approximately **41%** compared with 2020, enhancing water efficiency and reducing environmental impact.
- Quantitative climate risk management advanced to the asset level, with completed financial impact analyses of physical climate risks for **248** owned assets across **24** countries and regions, as well as **108** key supplier assets across **6** countries and regions.



Talent Development and Social Value

- The employee Lost Time Injury Frequency Rate (LTIFR) decreased by **30%** from the previous year (from 0.101 to 0.07 cases per million work hours), reflecting continuous improvements in safety culture and workplace risk management.
- The average annual training hours for talent development reached **57 hours**, with total global training expenditures amounting to NT**$211 million** for the year, reflecting ongoing investment in professional skills, management capabilities, and emerging technology training.
- Customer satisfaction rose to **87.78%** in 2025, an increase of nearly **4 percentage points** from the previous year, reflecting continuous improvements in product quality, delivery, and service.
- No major customer privacy breaches occurred during the year, demonstrating the Group's commitment to information security and customer trust.
- Total social investment by the Hon Hai Education Foundation reached NT**$106 million**, while the Group's global volunteer contributions amounted to NT**$205 million**, reflecting sustained investment in social welfare.

Innovation, R&D, and Future Competitiveness

- Annual R&D investment reached NT**$121.7 billion**, continuously strengthening our deployment in key technologies and emerging industries.
- Selected as one of Clarivate's "Top 100 Global Innovators" for the **ninth consecutive year**; in 2025, the Group was newly granted **2,528 patents**, bringing the global cumulative total of valid patents to **25,479**.
- The global patent portfolio reached a cumulative total of **25,479**, continuing to consolidate our competitive advantages in key technology fields such as electric vehicles, semiconductors, and artificial intelligence.
- Supply chain green electricity transition is ahead of schedule. As of the end of 2025, a cumulative total of **56** suppliers had committed to manufacturing Foxconn products with **100%** renewable energy, exceeding the original target of **45**.
- The number of suppliers undergoing RBA VAP audits increased to **95**, deepening the management of labor rights, occupational safety, and responsible business across the supply chain.

2025 Recognitions and Honors

In 2025, Foxconn continued to earn recognition from international rating agencies, industry organizations, and professional award bodies through its sound governance, technological innovation, responsible supply chain management, and low-carbon transformation initiatives. These achievements not only demonstrate the Group's sustained commitment to sustainable management and innovative development but also reflect the strong external recognition of Foxconn's governance capabilities, technological strength, and execution effectiveness. Foxconn will continue to deepen its sustainability governance and innovative transformation with a global perspective and pragmatic action, responding to the expectations of global markets and society for corporate sustainable development through a more resilient and responsible operating model.

Sustainability Ratings and Certifications

- **S&P CSA**
  - Score of 75 / Yearbook Member (Top 15% of the industry)
- **MSCI**
  - A
- **IPE**
  - Ranked first in Greater China for CITI/ CATI
- **Sustainalytics**
  - Low Risk
- **World Economic Forum (WEF)**
  - Foxconn's Bac Ninh site in Vietnam, the Group's second Sustainability Lighthouse Factory
- **TWSE Corporate Governance Evaluation**
  - Top 6-20%
- **ISO 37301**
  - Hon Hai Precision Industry Co., Ltd. and Hon Young Semiconductor Corporation both officially obtained international certification for the ISO 37301 Compliance Management System, issued by the British Standards Institution (BSI) (the first enterprises in Taiwan to obtain this certification).

International Sustainability Awards

- **Extel**
  - Ranked first as "Most Honored Company"
  - Best CEO
  - Best CFO
  - "Best ESG"
  - "Best Board of Directors"
  - "Best Investor Relations Team"
  - "Best Investor Relations Professional"
- **HR Asia**
  - Best Companies to Work for in Asia
  - Employer of Choice Award
  - Sustainable Workplace Award
  - Diversity, Equity, and Inclusion Award
- **Brandon Hall Group Excellence Awards**
  - "Gold- Best Learning Technology Implementation"
  - "Gold- Best Leadership Development Program"
  - "Gold- Best Use of AI to Improve Diversity, Equity, Inclusion, and Belonging Programs"
  - "Silver- Best Custom Content"
- **TIME**
  - World's Most Sustainable Companies 2025
- **Clarivate**
  - Top 100 Global Innovators
- **Alcott Global**
  - Ranked second in the TOP 30 Supply Chain Leaders of 2025
- **Global Electronics Association (formerly IPC)**
  - 2025 IPC China ESG Benchmark Enterprise Award
  - Asia Standardization Pioneer Enterprise Award
- **Asia Sustainability Reporting Awards**
  - Asia's Best Sustainability Report – Silver Award
  - Asia's Best Supply Chain Report (Large Enterprise) – Silver Award
- **IR Impact**

  Greater China
  - "Best Company – Technology"
  - "Best Buy-side Management"
  - "Best CEO Letter"
  - "Best Investor Relations Professional"
  - "Best Newcomer"
- **National Council for Sustainable Development**
  - 2025 National Sustainable Development Awards
- **CommonWealth Magazine Corporate Citizen Award**
  - 6th place
  - CommonWealth Talent Sustainability Award – 5th place
  - CommonWealth Parenting Family-Friendly Workplace Award
- **Ocean Affairs Council of the Executive Yuan**
  - Corporate Ocean Sustainability Contribution Award
- **Business Weekly AI Innovation Top 100**
  - Diamond Award (Highest in Manufacturing Category
- **Ministry of Sports**
  - Sports Activist Awards - Gold



National Council for Sustainable Development

Sustainability Governance and Management



Sustainability Vision, Strategy, and Governance

Sustainability Vision and Mission

Hon Hai/Foxconn positions sustainable development as the core engine driving industry transformation and the Group's long-term growth, firmly believing that "profitability" and "sustainability" are interdependent and indispensable. Guided by the management philosophy of "Sustainable Operation = EPS + ESG," Foxconn, while pursuing economic growth and higher earnings per share, also regards ESG as a vital strategic element in driving its core competitiveness, striving to achieve the symbiosis and mutual flourishing of the Company's economic development and environmental and social value.

To ensure that its sustainability goals are aligned with and can be effectively implemented alongside its operational strategy, Foxconn advances sustainability management across two major dimensions:

1. Integrating Industrial Deployment with Sustainability Goals: Driving Sustainable Transformation through Innovation

Foxconn regards innovation as the key driver of sustainable development, moving sustainability thinking upstream to the stages of industry selection and technology R&D. On the one hand, the Group focuses on sustainability-oriented future industries, targeting high-growth, low-carbon fields that address societal needs. On the other hand, through R&D and the adoption of core technologies, the Group directly aligns with sustainability goals such as carbon reduction and resource efficiency, making sustainability not merely a management requirement but also a key driver of business growth and industrial upgrading.

2. Embedding Mechanisms into Policy and Operations: Building a Sustainability Management Framework Spanning the Entire Value Chain

In terms of its strategic architecture, Foxconn has established its ESG Six Strategies—**Green Intelligence, Circular Economy, Employee Satisfaction, Win-Win Strategy, Governance & Commitment, and Risk & Compliance**—which form a sustainable development framework spanning the entire value chain. Through systematic embedding mechanisms—including governance structures, goal management, policies and systems, and auditing and tracking—the Group advances its various action plans, continuously responding to external sustainability risks and opportunities while enhancing long-term competitiveness and stakeholder trust. Key practices include:

- **Governance Structure and Division of Responsibilities**: Foxconn has established a three-tier sustainability governance structure to ensure that ESG is deeply embedded in the Company's corporate governance operations. The Board of Directors incorporates ESG performance into its supporting and oversight responsibilities; the Sustainability Committee is responsible for overseeing the formulation of the Group's sustainability goals and the advancement of related policies; while business groups, regional headquarters, and functional units take on goal decomposition, resource allocation, and planning and execution—forming a top-down, cross-organizational collaborative implementation system.
- **ESG Goal Management and the PDCA Mechanism**: In 2022, the Group announced 32 long-term goals for 2025, covering the three major domains of environment, society, and governance, and adopted the PDCA (Plan-Do-Check-Act) mechanism to regularly track progress, verify outcomes, and make rolling improvements to operational measures, thereby ensuring the effective implementation of its goals. In 2025, the Group also launched the discussion and planning of its next phase of five-year long-term goals, and in early 2026, announced a new round of **34 long-term sustainability goals for 2030**, further elevating its governance dimensions and strengthening the institutionalization of goal setting, in order to steadily advance sustainable value across the entire value chain.
- **Institutionalization of Sustainability Commitments and the Policy System**: For material sustainability issues, Foxconn has formulated a series of Group-level commitments and institutional documents to serve as common guidelines for advancing sustainable operations. These include the Group Code of Conduct and Responsibility Standards (which serve as the highest guiding principles, laying the operational foundation for integrity-based governance, respect for human rights, and sustainability compliance); the Supplier Code of Conduct (which serves as the core basis for responsible supply chain management); as well as ESG-related policies such as the Environment Management Manual, the Energy Management Commitment, and the Hon Hai Technology Group Privacy Policy, embedding sustainability requirements into daily management and value chain collaboration.

Six Sustainability Strategy Pillars



Sustainability Governance Structure

Board of Directors Oversight

The Board of Directors is the highest governing body for Foxconn's sustainable development, responsible for overseeing the Group's sustainability strategic direction, material sustainability issues, and the management of related risks and opportunities, as well as for supervising and reviewing key commitments, resource allocation, and performance progress. Matters involving material sustainability issues or those that may significantly impact operations are submitted to the Board of Directors for deliberation in accordance with internal governance procedures, thereby ensuring the quality of decision-making and the effectiveness of governance.

Sustainability Committee (Management-Level Decision-Making and Integration Platform)

Foxconn established its Corporate Social Responsibility (CSR) organization in 2007, which was renamed as the Sustainability Committee in 2021, serving as the Company's highest-level organization for sustainability decision-making and implementation. The Sustainability Committee is chaired by the Group's Chairman and includes multiple senior executives from various fields. It regularly reviews the Company's operational strategy and capabilities, formulates medium- and long-term sustainability development plans, and plays a cross-departmental role in top-down integration, horizontal coordination, and resource alignment.

The Sustainability Committee reports quarterly to the Board of Directors on sustainability implementation outcomes and future work plans. The reports cover:

1. The identification of sustainability issues requiring attention and corresponding action plans;
2. Recommendations for revisions to sustainability-related goals and policies;
3. The oversight of the implementation of sustainable management matters and the assessment of their execution, with continuous improvement based on feedback from the Board of Directors.

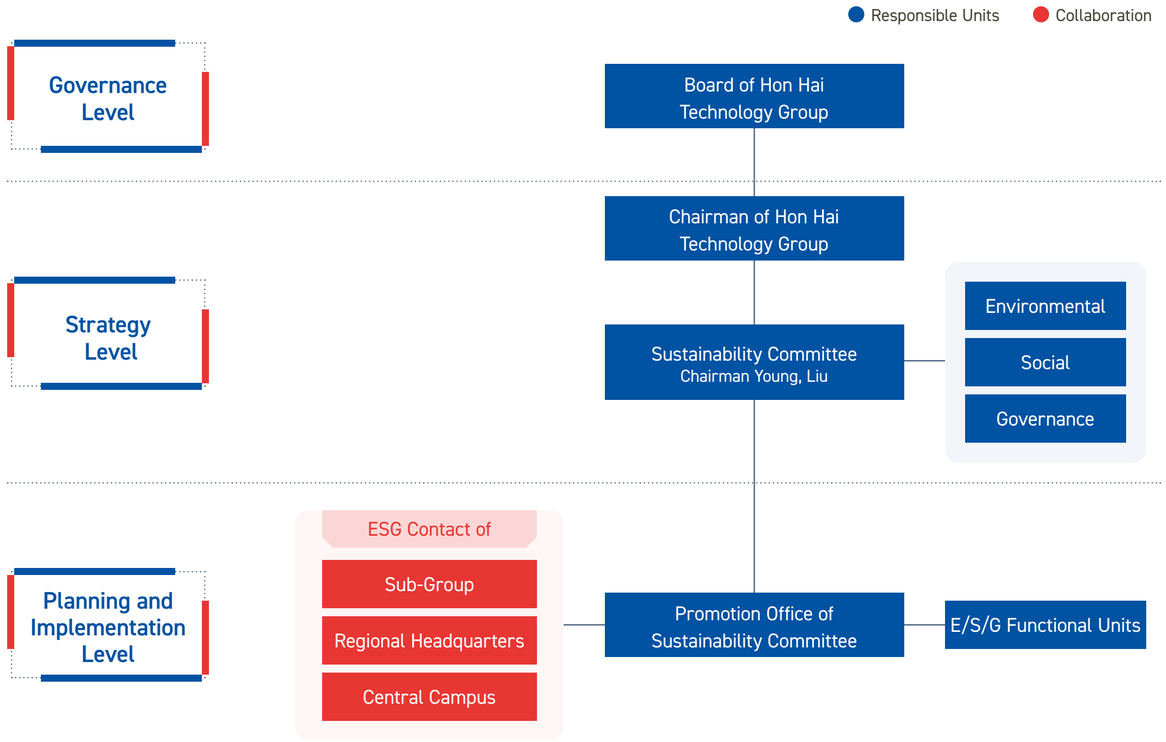


ESG Task Force and Implementation System (From Strategy to Execution)

To strengthen issue management and cross-organizational collaboration, Foxconn has established an ESG Task Force. Through monthly meetings, the task force identifies sustainability issues relevant to the Group's operations and of concern to stakeholders, formulates strategies and work guidelines, plans and executes annual programs, and tracks execution outcomes—ensuring that the sustainability strategy is implemented in daily management.

On the execution side, the Group operates in accordance with a three-tier sustainability governance structure, under which sub-groups, regional headquarters, central campuses, and various ESG-related functional units take on and break down the Group's sustainability goals, driving the planning, execution, and performance feedback of individual sites and units—thereby forming a complete implementation chain spanning governance oversight, strategy formulation, and execution management.

Sustainability Committee Organization Chart



Sustainability Policies and Institutionalized Embedded Mechanisms

Through the institutionalization of policies and the standardization of management processes, Foxconn implements its sustainability commitments across its global operational management. The Code of Conduct serves as the core basis for regulating the business conduct of the Group's sites and employees worldwide, as well as the fundamental guideline for managing relationships with various stakeholders. Where there are discrepancies or conflicts between local laws and the Code, the Group acts in accordance with the law and adheres to the higher standard, ensuring that its operational conduct complies with legal, ethical, and professional norms, safeguarding the Company's assets, rights and interests, and brand reputation.

This Code is grounded in international human rights and labor principles and formulated with reference to international standards such as those for occupational safety and health and environmental management. To enhance the effective implementation of the Code, the Group has also established its Responsibility Standards, which detail the implementation requirements for each issue across the following dimensions: policies and systems, training and communication, operational management, and documentation and records. In addition, the Group has formulated related policies, such as the Supplier Code of Conduct, to serve as the core basis for responsible supply chain management, jointly fulfilling its sustainability commitments with its supply chain partners.

To verify the effectiveness of policy implementation, Foxconn has established a comprehensive audit system and benchmarking mechanism, assessing the compliance of its global sites and management systems across different dimensions—including self-assessment audits, Group-level audits, and third-party audits—and driving improvements through standardized scoring and tracking mechanisms.

At the same time, each system is equipped with grievance and suggestion channels, and the Group has established the whistleblower protection mechanism and streamlined grievance processes, ensuring that employees and stakeholders can raise concerns and offer suggestions with confidence. The Group is committed to maintaining the confidentiality of whistleblowers' identities and to preventing retaliation or adverse treatment, thereby fostering continuous improvement and transparent governance.

Foxconn embeds ESG into its daily operations and employee conduct through systematic mechanisms, including "Sustainability Training," "Sustainability Awards," and "ESG Monthly Themes." By focusing on a specific issue each month, combining advocacy, hands-on practice, and cross-departmental collaboration, we ensure that sustainable principles take root across all levels, from the top down and from the inside out. This cultural mechanism not only strengthens employee awareness and participation but also further drives supply chain partners to co-create a sustainability ecosystem, laying the foundation for the Company's long-term competitiveness.

In 2025, Foxconn continued to expand participation through diverse mechanisms:

Sustainability Awards

In 2025, the number of entries reached **1,504** (52 from suppliers and 1,452 from within the Group), with **332** shortlisted and **152** receiving awards. This year, we added new AI Innovation Application awards and expanded opportunities for supply chain participation, encouraging the value chain to continuously embed ESG and a culture of innovation into daily operations.

ESG Monthly Themes / Meetings

In 2025, a different theme was designated to each month, including Month of Earth, Month of Health, and Month of Governance, among others. Throughout the year, **28** global action meetings and **22** ESG decision-making and execution meetings were held, translating sustainability awareness into actionable daily practices.

Training System

In 2025, the Group offered **348 environmental courses (1.29 million participants)**, **1,946 social courses (10.13 million participants)**, and **1,097 governance courses (5.58 million participants)**. In addition, in collaboration with the CommonWealth Sustainability (CWS), the Group developed the "Sustainable Value Chain ESG Online Learning Series," featuring 9 major categories, 28 specialized courses, and supporting resources, covering topics such as ESG strategy, net-zero carbon emissions, human rights, social welfare, and biodiversity. A cumulative total of **128,700 participants** was recorded, with total course views exceeding **1,128,700**. Key courses—such as the Code of Conduct and Anti-Corruption—are incorporated into mandatory training for all employees and serve as a certification for promotion to management positions.

Digital Communication

Through the Group's internal digital platforms and content dissemination, a total of **25** sustainability-related articles were published via internal Group channels in 2025, accumulating **32,155** views, continuously expanding reach and engagement while establishing mechanisms for transparent dialogue and experience sharing.







Responding to International Sustainability Initiatives

Implementing the United Nations Sustainable Development Goals (SDGs)

As a leading technology solutions provider with operational sites spanning the globe, Foxconn regards responding to global sustainability issues as an important corporate responsibility. The Group leverages its core capabilities and resources to align with the United Nations Sustainable Development Goals (SDGs), positioning them as a key direction for its sustainable management.

In accordance with its management philosophy of "Sustainable Operation= EPS + ESG," the Group identifies the primary SDGs. It refines them into their respective sub-targets, applying its ESG Six Strategies to address the SDGs specifically. In doing so, the Group drives its upstream suppliers and corporate operations (including all business groups) and downstream customers to jointly implement the SDGs, advancing the 2030 Agenda for Sustainable Development.

Sustainability Initiatives

Foxconn Technology Group continues to closely monitor global sustainability trends and actively adopts and responds to a range of international initiatives and standards to strengthen the Group's sustainability management system and enhance its global competitiveness. The Group follows international frameworks such as the United Nations Sustainable Development Goals (SDGs), the United Nations Global Compact (UNGC), the Task Force on Climate-related Financial Disclosures (TCFD), and the Science Based Targets initiative (SBTi), while incorporating its own operational characteristics to advance actions across multiple dimensions, including environmental protection, social responsibility, and corporate governance.

Looking ahead, Foxconn will continue to deepen its alignment with international initiatives, strengthen global supply chain collaboration and influence, fulfill its corporate social responsibility, and work hand in hand with stakeholders to co-create sustainable value.

The Group aligns with the three goals set by the Climate Action 100+ Steering Committee. In addition to complying with the Nationally Determined Contributions (NDCs) or carbon policies of governments in each region, the Group continues to strengthen climate change governance, drive greenhouse gas reduction actions, and disclose information in accordance with TCFD recommendations. The ultimate goal is to align the greenhouse gas emissions of the Group's value chain with the goals of the Paris Agreement and achieve net-zero emissions by 2050. In 2025, compared to 2024, the Group further improved both its decarbonization strategy and historical decarbonization performance.

Foxconn officially joined the ranks of TCFD supporters in 2021 and committed to implementing the TCFD recommendations. The Group has assessed the relationship between climate change and its business activities through the TCFD framework, and has integrated risk management with climate scenario analysis to further disclose its resilience in responding to climate change. Related information is disclosed in the Company's TCFD Net-Zero Vision Report.

Foxconn has participated in CDP since 2010, assessing, managing, and reducing the Company's impact on climate change by measuring and disclosing environmental information. In 2025, the Group received ratings of B, A, and A- in the Climate Change, Supplier Engagement, and Water Security assessments, respectively, with Climate Change and Supplier Engagement both reaching Leadership level, demonstrating the Group's determination and achievements in advancing a net-zero value chain.

In January 2021, Foxconn submitted an ambitious 1.5°C decarbonization commitment letter to the Science Based Targets initiative (SBTi), establishing Group science-based carbon targets using 2020 carbon emissions data as the baseline. SBTi validated the Group's near-term targets in April 2023, and its long-term and net-zero targets were validated in April 2024, making it the third company in Taiwan's high-tech hardware equipment industry and the seventh company in Taiwan overall to have its net-zero targets approved by SBTi.

Foxconn announced its intention to respond to RE100 in April 2024 and officially joined on July 4, 2024, committing to achieving 100% renewable electricity by 2040. In 2025, the Group's green electricity usage ratio reached 68.37%, surpassing its original target of exceeding 50% renewable electricity usage by 2030 well ahead of schedule.

As an important organization in the global electronics manufacturing industry, this association is dedicated to advancing the electronics industry, establishing globally applicable standards, and promoting supply chain resilience. In 2025, Foxconn continued to strengthen its contribution to industry sustainability governance by participating in the development of the IPC-1401 Environmental, Social, and Governance management system standard, among other initiatives.

As a member of the international business community and the Responsible Business Alliance (RBA), Foxconn Technology Group is committed to advancing Corporate Social Responsibility (CSR). The Group has established the Group Code of Conduct and the Responsibility Standards to further elaborate on the requirements and practices under the CoC, enabling management and employees at Group campuses worldwide to conduct the Group's business operations in accordance with the spirit of the Code of Conduct. In 2025, the Group completed 86 third-party audits across 65 campuses worldwide, earning 6 Platinum certifications, 2 Gold certifications, and 33 Silver certifications. For details, please refer to Foxconn's "2025 Third-Party Audit Summary Report"

Note. Subsidiary of Foxconn Technology Group, Foxconn Industrial Internet Co., Ltd., has joined since 2024

Sustainability Goal Management

The Group regards sustainability goal management as a key mechanism for translating strategy into action. Through medium- and long-term goal-setting, annual tracking, and rolling reviews, it ensures that progress across the three dimensions of governance, environment, and society is specific and measurable. In 2025, Foxconn continued to review its execution outcomes against the existing 2025 goal framework while aligning with the new round of 2030 long-term goals to strengthen the consistency and forward-looking nature of sustainability management across the entire value chain.

Material Topic	2025 Target	2025 Performance	Achievement Status	2030 Long-Term Target	SDG Alignment	Corresponding Chapter
Corporate Governance	1. Female directors to reach **30%** of the Board. 2. Establish a principle whereby a majority of directors do not concurrently serve as Hon Hai employees or managers.	1. Gender considerations incorporated into director nominations; female directors reached **33.3%**. 2. Independent directors reached **55.56%** of the Board.	Exceeded	1. **100%** of Board members possess diverse cross-disciplinary expertise, continuously strengthening sustainability decision-making capacity.		Chapter 1
Business Ethics	1. Complete ISO 37001 Anti-Bribery Management System re-certification. 2. Disclose corruption and violation incidents via the Group's app, with annual disclosed cases **increasing by 10%** year-over-year.	1. ISO 37001 Anti-Bribery Management System re-certification completed. 2. In 2025, published **24 posts** via the Group app for compliance violation announcements and anti-corruption advocacy, a **33% increase** year over year.	Exceeded	1. Continuously enhance the ISO 37001 Anti-Bribery Management System and disclose country-specific reports in accordance with legislative developments in each jurisdiction.		Chapter 1
Risk & Crisis Management	1. Strengthen risk culture and training, promote company-wide risk awareness, and conduct risk management seminars and training courses.	1. Over **10** risk management training sessions held in 2025, with total participation exceeding 1,000 attendees.	Achieved	1. Achieve **100%** system-wide data integration to establish a Group Risk Intelligence Hub.		Chapter 1
Information Security & Privacy Protection	1. Obtain ISO 27001 Information Security Management System certification. 2. Complete penetration testing for **10** critical Group systems and maintain **zero** major cybersecurity incidents.	1. **7** specialized audits were conducted in 2025, continuously enhancing the ISO 27001 Information Security Management System. 2. Penetration testing completed for **10** critical systems; **zero** major cybersecurity incidents recorded.	Achieved	1. Achieve **100%** ISO 27001 certification coverage across all key Group facilities. 2. Complete penetration testing for **10** critical Group systems annually and maintain **zero** major cybersecurity incidents.		Chapter 1
Innovation & Business Model Resilience	1. Continue expanding AI infrastructure under the "**3+3+3**" technology framework to support AI as the Group's second growth engine.	1. Group R&D investment reached **NT$121.7 billion**, a **5% increase** from 2024. 2. Add **2,528** newly granted patents this year.	Achieved	1. Achieve **20 or more** cumulative cross-sector collaborative AI sustainability application cases. 2. Cumulative global patent applications increased by **500%**.		Chapter 2
Sustainable Supply Chain Management	1. Achieve commitment from **45** or more key electronics suppliers to produce Hon Hai products using **100%** renewable electricity. 2. Achieve a **100%** response rate for conflict minerals surveys among specific suppliers, ensuring no use of illegal conflict minerals. 3. Continuously increase the Group's local procurement ratio.	1. A cumulative total of **56** suppliers have committed to producing Hon Hai products using **100%** green electricity. 2. In 2025, conflict minerals due diligence completed for **2,375** suppliers via the digital platform, achieving a **100%** response rate. 3. In 2025, the Group's local procurement value accounted for **58%** of total procurement, with local procurement ratios in Taiwan and Mainland China both exceeding **80%**.	Exceeded Exceeded Ongoing	1. 150 suppliers producing Hon Hai products using **100%** green electricity. 2. Achieve **100%** comprehensive coverage of conflict minerals surveys for key suppliers. 3. Achieve a global localized procurement ratio of **80% or above** for mechanical/structural materials.		Chapter 2

Material Topic	2025 Target	2025 Performance	Achievement Status	2030 Long-Term Target	SDG Alignment	Corresponding Chapter
Sustainable Supply Chain Management	4. Implement ESG performance evaluations for specific suppliers, covering green products, social and environmental responsibility, and carbon management, achieving **100%** coverage.	4. In 2025, ESG performance evaluation coverage for electronics and mechanical/structural component suppliers reached 100%.	Exceeded	4. 100% of key suppliers complete ESG ratings.		Chapter 2
GHG Emissions & Air Quality	1. By 2025, reduce absolute Scope 1 and Scope 2 GHG emissions by **21%** from the 2020 base year.	1. In 2025, Scope 1 and Scope 2 GHG emissions **decreased by 53.6%**.	Exceeded	1. Reduce absolute Scope 1 and Scope 2 GHG emissions by **70%** from the base year, exceeding the Group's 2030 SBTi target (a **42% reduction** in Scope 1 and Scope 2 emissions). 2. Complete **100%** deployment of AI-based air quality monitoring and early-warning systems.		Chapters 3 & 4
Climate Change	1. Conduct a financial impact assessment of climate-related risks and complete a company-wide climate adaptation plan and transition plan. 2. Establish a comprehensive climate risk management process and integrate it into the enterprise risk management system.	1. Completed assessment of potential financial impacts of climate-related physical and transition risks on operations, supply chain, capital expenditure, and customer demand. 2. Climate risk management has been incorporated into the enterprise risk management system, with regular review and cross-departmental governance mechanisms established.	Achieved	1. Continuously update climate risk financial impact assessments in accordance with the latest climate scenarios. 2. Regularly review the impact of climate risk on business operations and adjust response strategies accordingly.		Chapter 3
Environmental Policy & Management	1. Achieve full ISO 14001 certification across all production facilities. 2. **Zero** major environmental pollution incidents.	1. ISO 14001 certification coverage reached **100%** across production facilities. 2. Established a closed-loop major environmental incident reporting and remediation process, strengthening cross-site experience sharing and recurrence prevention mechanisms.	Achieved	1. Maintain zero major environmental pollution incidents.		Chapter 4
Energy Management	1. Energy-saving rate of **4.2%** in Mainland China operations.	1. In 2025, green electricity accounted for **68.37%** of the Group's total electricity consumption. 2. Actual energy-saving rate in Mainland China operations reached **5.20%**.	Exceeded	1. Achieve a **75%** renewable energy usage ratio across the Group by 2030. 2. Self-built/invested green electricity to account for **30% or more** of the Group's renewable energy usage, with overall green electricity usage ratio reaching **50% or above**. 3. Using 2025 as the base year, reduce energy intensity by **10%**.		Chapter 3
Water Resources & Wastewater Management	1. Achieve **100%** deployment rate of industrial wastewater discharge quality monitoring systems across facilities. 2. Reduce water intensity by **6%** compared to 2020.	1. The deployment rate of industrial wastewater discharge quality monitoring systems reached **97%** across facilities in 2025. 2. Water intensity decreased by **41%** in 2025 compared to 2020.	Partially Achieved	1. Achieve **100%** deployment rate of industrial wastewater discharge quality monitoring systems across facilities. 2. Achieve a Group-wide reclaimed water recycling/reuse rate of **30%**.		Chapter 4
Waste & Hazardous Substance Management	1. Achieve an internal plastic recycling ratio of **60% or above** across facilities. 2. At least 5 industrial parks to obtain UL 2799 Zero Waste to Landfill Gold-level certification.	1. The internal plastic recycling ratio across facilities reached **40%**. 2. A cumulative total of **40** valid UL 2799 Zero Waste to Landfill certificates obtained (including 37 Platinum-level and 3 Gold-level), with 9 industrial parks having achieved park-level certification.	Ongoing	1. Achieve a **98%** industrial waste conversion rate across facilities.		Chapter 4

Material Topic	2025 Target	2025 Performance	Achievement Status	2030 Long-Term Target	SDG Alignment	Corresponding Chapter
Sustainable Materials & Product Management	1. Minimize the negative environmental and social impacts of raw material usage to the greatest extent possible.	1. The Group continues to advance green product design; FII has established an LCA (Life Cycle Assessment) platform and is promoting product carbon footprint inventory and calculation mechanisms.	Ongoing	1. Complete life cycle disclosure for at least **5** key proprietary products.		Chapter 4
Air Quality & Pollution Management	1. Establish at least **3** demonstration facilities with air quality monitoring systems.	1. Deployed a drone-based air quality monitoring system pilot project at the Chengdu facility.	Ongoing	1. Establish a proprietary AI-based air quality monitoring and early-warning system.		Chapter 4
Ecological Impact & Biodiversity	1. Complete natural risk assessments for core Taiwan facilities and establish a biodiversity management baseline.	1. Completed TNFD LEAP assessment for core Taiwan facilities ahead of schedule, establishing a 24-item risk matrix and advancing Satoyama and marine conservation initiatives.	Achieved Ahead of Schedule	1. Complete biodiversity dependency and impact assessments for key regions by 2030. 2. Organize at least **1** environmental and ecological restoration action each year in its major production regions, reaching a cumulative global total of **80,000** volunteer hours annually.		Chapter 4
Talent Attraction, Development & Retention	1. Continuously expand global workforce in line with the Group's globalization strategy and diversified manufacturing footprint. 2. Increase professional/technical talent retention rate to **88% or above**.	1. Based on monthly Group statistics, retention rate for professional/technical talent reached **94.64%**. 2. The 2025 Sustainability Engagement Survey results showed a Group sustainability engagement score of **92**, **8 points** higher than the global high-tech industry benchmark.	Achieved	1. Achieve an overall annual retention rate of **90% or above** for indirect employees. 2. Achieve an annual retention rate of **95% or above** for high-performing indirect employees.		Chapter 5
Employee Diversity & Inclusion	1. Achieve a proportion of female managers of at least **30%**.	1. In 2025, the proportion of female managers was **28.98%**.	Ongoing	1. Achieve **top 50th** percentile ranking in the "Diversity & Inclusion" survey.		Chapter 5
Labor Relations	1. Foster positive and harmonious labor relations, establishing robust procedures and systems to ensure open communication between management and employees.	1. No strikes or major work stoppages occurred at any global facility in 2025. 2. Establish work-stoppage early-warning mechanisms across all global manufacturing sites to identify potential labor disputes at an early stage. 3. Achieve **100%** response rate and **100%** case closure rate for employee communication and grievances in Taiwan and Mainland China.	Achieved	1. Achieve **100%** coverage of risk assessment and mapping across all global production parks. 2. Zero major labor rights incidents that damaged the reputation of the Company or its customers. 3. Conduct annual labor and human rights audits across Group facilities and supply chain vendors.		Chapter 5

Material Topic	2025 Target	2025 Performance	Achievement Status	2030 Long-Term Target	SDG Alignment	Corresponding Chapter
Occupational Health & Safety	1. Lost Time Injury Frequency Rate (LTIFR) ≤ **0.14 per million hours worked**. 2. Lost Time Injury Severity Rate (LTISR) ≤ **6.88 days per million hours worked**. 3. Zero occupational diseases caused by chemical exposure. 4. Achieve an ISO 45001 implementation rate of **more than 70%** among high-risk contractors.	1. LTIFR of **0.07 per million hours worked**. 2. LTISR of **2.69 days per million hours worked**. 3. Zero occupational diseases caused by chemical exposure in 2025. 4. ISO 45001 certification rate for high-risk contractors reached **87%** in 2025.	Achieved	1. Lost Time Injury Severity Rate (LTISR) ≤ **4 days per million hours worked**. 2. LTIFR ≤ **0.1 per million hours worked**. 3. Occupational exposure levels for key high-risk substances ≤ **10%** of regulatory exposure limits. 4. Achieve **100%** ISO 45001 certification rate for high-risk contractors.		Chapter 5
Customer Relations & Brand Management	1. Maintain customer satisfaction of no **less than 80%**, based on the 2023 customer satisfaction survey as the baseline, with a target of a **5%** improvement in each subsequent reporting period.	1. Customer satisfaction reached **87.78%** in 2025.	Achieved	1. Continuously enhance product and service quality, strengthen customer communication, responsiveness to needs, and feedback improvement mechanisms, dedicated to enhancing customer experience and trust.		Chapter 5
Human Rights & Community Engagement	1. Achieve cumulative volunteer service hours of **5,000 or more** at Taiwan facilities by 2025.	1. In 2025, the Hon Hai Foundation's total annual project expenditure amounted to **NT$106,162,374**, benefiting a cumulative **6,685 individuals**, with total volunteer hours of **1,636 hours**; cumulative volunteer hours since 2021 reached **10,409 hours**. 2. Representative volunteer initiatives include educational mentorship for disadvantaged students, cultivation of future technology talent, and promotion of ecological restoration and environmental education.	Achieved	1. Achieve cumulative volunteer service hours of **1 million** within five years.		Chapter 6

Double Materiality Analysis

Foxconn's Double Materiality Framework

Foxconn adopts a Double Materiality Assessment framework centered on "stakeholder concern" and "impact materiality," comprising:

- **Stakeholder Concern**: The level of importance of an issue as reflected through structured questionnaires and routine engagement (such as customer audits, supplier management, investor communication, employee communication, and community engagement).
- **Impact Materiality**: An assessment of the actual or potential, positive or negative, degree of impact on the environment and society (including human rights) caused or contributed to by Foxconn's own operations and value chain activities.

This framework operates on a continuous, rolling-management basis: in addition to the annual periodic review, emerging issues are incorporated into assessment and management as appropriate in response to external trends, regulatory and customer requirements, risk events, or operational changes; the issue inventory is also updated regularly to ensure that coverage remains aligned with external developments.

Double Materiality Analysis Process

Foxconn follows an established process to complete the identification and prioritization of material topics, using the stakeholder questionnaire as one of the primary tools for gathering external perspectives each year:

STEP 1
Material Topic Inventory and Issue Database Update

Review the list of candidate issues, drawing on sources including the GRI Sector Standards (Hardware Industry / Other Electronics Industry), SASB (TC-HW / TC-ES), the S&P Global CSA, and the strategic priorities of Foxconn's "3+3+3" platforms, while adding or adjusting issues in response to external trends.

STEP 2
Stakeholder Questionnaire (Supplementary Input)

A bilingual (Chinese and English) online questionnaire is distributed to 12 categories of stakeholders via the S&P Global Sustainable1 platform. The questionnaire comprises 4 major sections and 49 questions, with a completion time of approximately 15–25 minutes. Respondents rate each issue on a scale of 1 to 5 and select the issues they consider to have the most significant positive/negative impact (up to 3 each).

STEP 3
Consolidation and Confirmation (Rolling Management)

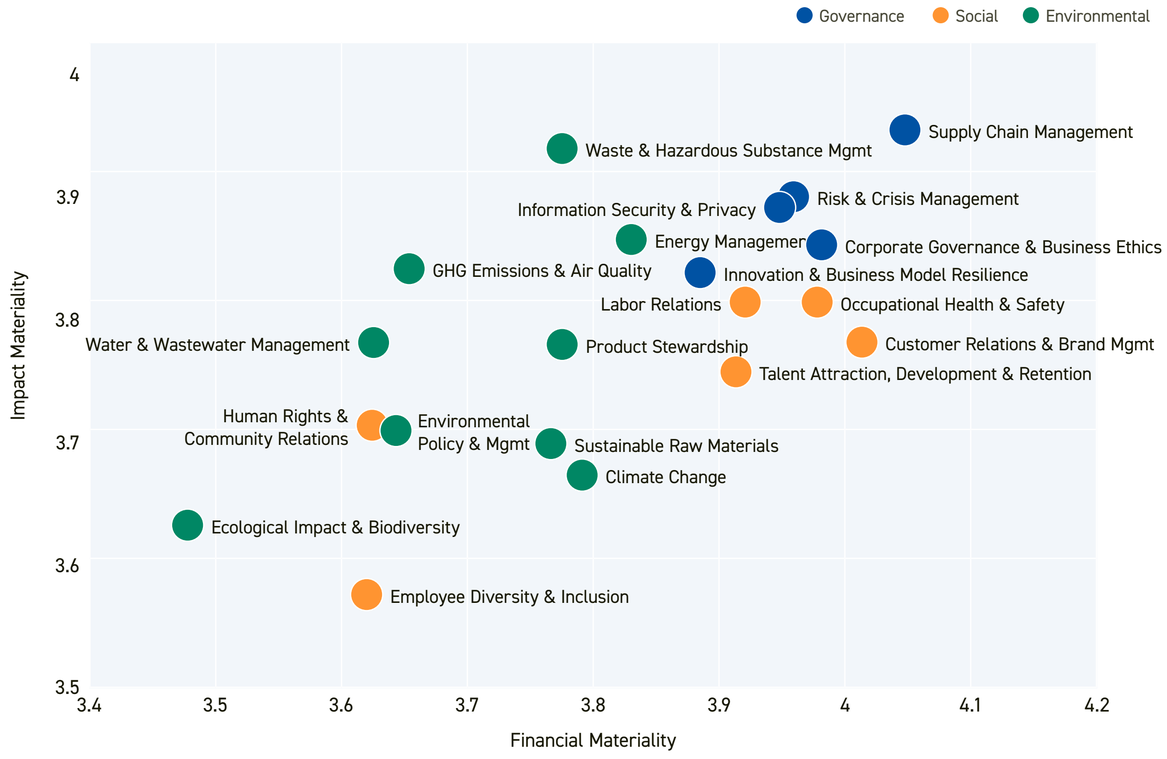
The Group uses the questionnaire results as one reference input, combining them with information obtained through existing governance and management mechanisms (such as risk management, customer and supply chain management, regulatory compliance, major incidents, and grievance feedback) to comprehensively determine the year's material issues and their priority management focus—serving as the basis for report disclosure and annual management action planning.

Double Materiality Questionnaire and Results

The 2025 stakeholder questionnaire was distributed and consolidated with support from the S&P Global Sustainable1 platform, serving as one of the primary tools for gathering internal and external perspectives for this year's double materiality assessment. The questionnaire comprised 4 major sections and 49 questions (with a completion time of approximately 15–25 minutes); all responses are presented in aggregated form and have been anonymized.

The questionnaire was designed to have stakeholders rate the level of concern and materiality of each candidate issue, with differences in views across stakeholder groups consolidated to help Foxconn identify issue priorities and communication focus areas. Foxconn also presents the assessment results through a materiality matrix (X-axis: stakeholder concern; Y-axis: impact materiality), confirming all 20 candidate issues as material issues, and prioritizing management resources on the issues in the upper-right quadrant of the matrix (i.e., those with high scores on both dimensions)—such as sustainable supply chain management, risk and crisis management, information security and privacy protection, waste and hazardous substance management, energy management, and occupational health and safety.

Foxconn's 2025 Double Materiality Matrix



Impact of Double Materiality Issues on Foxconn and the Value Chain

Based on the results of its double materiality assessment, Foxconn examines—from a value chain perspective—the potential positive and negative impacts (impact materiality) that material issues may cause or contribute to across the upstream supply chain, its own operations, and downstream products and markets. Combined with stakeholders' key concerns, this serves as the basis for issue management, resource allocation, and information disclosure. Material issues may also affect the Company's operational resilience, including regulatory compliance requirements, operational disruption risks, supply stability, customer trust, and market entry barriers. Foxconn will continue to conduct rolling reviews and enhance its management of material issues in line with external trends and stakeholder feedback.

According to the results of the 2025 materiality assessment, the impacts and effects of material issues are primarily distributed across the following value chain segments:

- **Upstream (Supply Chain and Procurement)**: Encompassing the supply of raw materials and components, contractor management, and suppliers' environmental and human rights performance—which may affect supply stability, delivery risks, compliance costs, and customer trust.
- **Operations (Manufacturing and Site Operations)**: Encompassing energy use, greenhouse gas and air pollutant emissions, process efficiency and resilience, and occupational safety and health and labor conditions—which may affect operating costs, capacity allocation, regulatory compliance, as well as employee retention and production efficiency.
- **Downstream (Customers, Products, and Markets)**: Encompassing product design and innovation, changes in customer demand, green specifications, information disclosure, and market entry barriers—which may affect market competitiveness, new business deployment, the depth of customer collaboration, and long-term growth momentum.

Overview of Double Materiality Topics: Impacts and Value Chain Effects

Material Topic	External Opportunities	External Risks	Internal Risks	Internal Opportunities	Upstream	Operations	Downstream
Corporate Governance and Business Ethics	• Sound governance helps build long-term trust among employees, investors, customers, and society. • In 2025, Foxconn ranked in the top 20% in the Taiwan Stock Exchange Corporate Governance Evaluation, helping to strengthen external trust and social recognition.	• Weakened governance may erode investor confidence and trigger regulatory investigations and brand reputation risks.	• Insufficient expertise of the Board of Directors and management on emerging issues such as ESG, climate, and AI may affect the quality of strategic decision-making. • Operating in high-risk regions may expose the Company to bribery and corruption risks.	• Through board diversity (female directors accounting for 33.33%) and board performance evaluation (an average score of 4.99), the Company continuously enhances governance effectiveness and stakeholder trust. • Advancing the ISO 37001 Anti-Bribery Management System helps deepen customer trust and strengthen the foundation of integrity-based governance.		✓	✓
Risk and Crisis Management	• Effective enterprise risk management helps protect the rights and interests of employees, suppliers, customers, and shareholders, while enhancing operational stability and delivery capability.	• Should crisis management fail, the impact of operational disruptions may spread along the value chain, affecting delivery schedules and customer trust. • In 2025, the Group identified "compliance" and "strategy" as the core risk categories for the year.	• Geopolitical/trade policy changes (such as the CHIPS Act, U.S.–China decoupling, and tariff barriers) may impact supply and capacity allocation. • Systemic cyber risks, AI risks, pandemic-like events, and physical climate risks may increase operational disruption risks.	• A globally distributed footprint (such as Taiwan, the U.S., Mexico, India, and Vietnam) helps diversify geopolitical risks and enhance supply and operational resilience. • Through a 5×5 risk matrix and institutionalized governance mechanisms, the Company enhances risk identification, communication, and management transparency.	✓	✓	✓
Innovation and Business Model Resilience	• Innovation in fields such as electric vehicles, AI servers, and digital health can promote global carbon reduction, enhance productivity, and improve access to healthcare.	• Insufficient investment or a wrong strategic direction may result in missed market opportunities and delay the transformation of key fields.	• Technological change risks and intellectual property litigation risks. • Customer over-concentration risks amid the AI server boom. • Shortage of semiconductor and AI software talent.	• Through the "3+3+3" platform strategy and investment in the Foxconn Research Institute, the Company continuously strengthens its technological deployment and business resilience in key fields such as AI, electric vehicles, and digital health. • In 2025, R&D investment reached NT$121.7 billion (1.5% of revenue), with 2,528 new patents added, supporting medium- and long-term innovation development and market competitiveness.		✓	✓

Material Topic	External Opportunities	External Risks	Internal Risks	Internal Opportunities	Upstream	Operations	Downstream
Product Management	• Through Design for Environment (DfE), the Company reduces end-use energy consumption of products and promotes the circular economy, creating benefits for the environment and consumer health.	• Energy and material consumption throughout the product life cycle may increase risks related to electronic waste, carbon footprint, and hazardous substances.	• Increasingly stringent global environmental regulations (such as RoHS and REACH) raise product compliance requirements. • Customer demand for low-carbon and circular products continues to rise.	• Green design and circular economy capabilities can create new business opportunities (such as low-carbon product premiums and recycling services). • They help consolidate partnerships with ESG-conscious customers.	✓	✓	✓
Information Security and Privacy Protection	• Robust cybersecurity not only safeguards Foxconn's corporate value, but also ensures the security of customers' trade secrets and end users' personal data—serving as an important foundation for maintaining market and investor trust.	• Information security incidents may harm the rights and interests of customers, employees, and end users, and cause operational disruptions and reputational damage.	• External threats (such as ransomware, state-level cyberattacks, and AI-enabled phishing emails) continue to escalate. • Supply chain cyber risks and non-compliance with regulations such as the EU General Data Protection Regulation (GDPR) may give rise to compliance risks.	• Through Group-wide ISO 27001 certification, a zero-trust architecture, and AI-enhanced protection capabilities, the Company enhances its cybersecurity resilience and responds to customers' demand for high security standards. • In 2025, the Group recorded zero major information security incidents, helping to maintain customer trust and operational stability.		✓	✓
Supply Chain Management	• Through a "larger enterprises supporting smaller ones" mentoring mechanism, the Company substantively enhances the maturity of global suppliers in human rights and environmental management, driving the sustainable transformation and shared prosperity of the electronics industry cluster.	• The supply chain is the primary source of Scope 3 greenhouse gas emissions, as well as a key link for impacts on human rights, water resources, and more; procurement decisions carry significant external influence.	• Suppliers' ESG performance failing to meet requirements may lead to customer audit risks and delivery risks. • Over-concentration of key suppliers or exposure to geopolitical influences may cause supply chain disruption risks.	• Through the "Procurement 2.0" strategy and a four-stage supplier management cycle, the Company continuously strengthens supply chain resilience and management transparency. • In 2025, the number of suppliers completing RBA VAP audits increased by 111% over the previous period, and 56 key suppliers were driven to commit to using 100% green electricity, continuously enhancing the maturity of sustainable supply chain management.	✓	✓	
Climate Change	• By providing low-carbon products (such as electric vehicles and energy-efficient AI servers) and advancing its own carbon reduction, the Company contributes to global climate mitigation and the energy transition.	• Greenhouse gas emissions from its own operations and value chain may exacerbate global climate change risks.	• Transition risks: Carbon pricing (such as CBAM and Taiwan's carbon fee) and rising electricity prices may increase operational pressure. • Physical risks: By adopting S&P Global's scientific models, the Company identified "extreme heat" and "water resources" as key risks.	• Advancing SBTi carbon reduction targets and the RE100 commitment, the Company continuously responds to customer and market expectations for low-carbon transformation. • Through the e-SCRM platform and scientific model-based identification and early-warning mechanisms, the Company strengthens operational resilience in the face of natural disasters.	✓	✓	✓
GHG Emissions and Air Quality	• Actively advancing source emission reduction (such as VOC reduction initiatives) helps achieve climate goals and improve air quality in the communities where the Company operates.	• Scope 1, 2, and 3 greenhouse gas emissions and other air pollutants (such as NOx, SOx, and VOCs) may exacerbate climate change and deteriorate local air quality.	• Carbon pricing and air pollution regulations are becoming increasingly stringent. • Customer requirements for Scope 3 reductions continue to rise. • Air pollution non-compliance may lead to operating permit risks.	• Through SBTi validation and emission reduction initiatives, the Company strengthens its positioning as a low-carbon supplier and enhances brand value. • Through the Low Carbon Management Platform, the Company tracks carbon emission-related data across 160 global sites in real time, improving management efficiency and information transparency.	✓	✓	✓

Material Topic	External Opportunities	External Risks	Internal Risks	Internal Opportunities	Upstream	Operations	Downstream
Energy Management	• By expanding the deployment of self-generated, self-consumed solar power at sites (such as the Lankao integrated source-grid-load-storage project) and investing in green energy funds, the Company effectively supports the transformation of the global energy structure.	• As a major industrial electricity consumer, the Company's energy sources and usage patterns directly affect its carbon footprint and external concerns.	• Global electricity price volatility risks. • Insufficient renewable energy supply in certain regions. • Regional grid reliability issues.	• In 2025, the green electricity usage ratio reached 68.37%, ahead of the original phased target, demonstrating tangible progress in advancing the energy transition. • Through ISO 50001 and smart energy management systems, the Company enhances its energy performance management capabilities and continuously advances energy-saving improvements.		✓	
Water Resources and Wastewater Management	• Through AWS (Alliance for Water Stewardship) certification and reclaimed water use (such as at the Lankao Campus), the Company substantively alleviates water competition in water-stressed areas, preserving more available water resources for local communities and ecosystems.	• Some sites are located in water-stressed areas (31% of water consumption is in extremely high water-risk zones); excessive water withdrawal and improper wastewater discharge may affect local community water security.	• Water supply disruption risks in water-stressed areas such as Taiwan. • Legal and reputational risks from wastewater quality non-compliance.	• In 2025, water intensity decreased by 41%, demonstrating the continued effectiveness of water-saving and recycling and reuse measures. • The introduction of AI wastewater image recognition technology helps enhance anomaly identification and treatment efficiency, reducing water risks.		✓	
Waste and Hazardous Substance Management	• Advancing "Zero Waste to Landfill" and source substitution of hazardous substances (such as replacing graphite with saponification fluid) can substantially reduce environmental toxic pollution and promote the development of green manufacturing processes.	• If waste and hazardous substances generated during the manufacturing process are improperly managed, they may affect landfill capacity, air quality, and water quality.	• Global waste disposal and chemical (such as PFAS) regulations are becoming increasingly stringent. • Scarcity of landfill capacity may drive up treatment costs.	• Obtaining UL 2799 Zero Waste to Landfill certification (a cumulative 40 Platinum/Gold certificates) helps enhance the effectiveness of waste resource management and external credibility. • Advancing circular utilization projects such as PCB etchant recycling promotes improved resource efficiency and the creation of circular economy value.		✓	
Ecological Impact and Biodiversity	• By proactively conducting natural capital assessments (TNFD LEAP) and habitat conservation programs (such as the Satoyama Academy and Sustainable Ocean), the Company not only protects ecological diversity, but also exemplifies a model of harmonious coexistence and shared flourishing between enterprise and nature.	• Land and water use and pollution from operations and the supply chain may have negative impacts on terrestrial and aquatic biodiversity.	• Emerging Taskforce on Nature-related Financial Disclosures (TNFD) requirements. • Customer requirements for biodiversity and zero deforestation.	• Completed the TNFD LEAP assessment at core sites in Taiwan ahead of schedule, establishing a 24-item risk matrix and strengthening the foundation for nature-related risk management.	✓	✓	
Sustainable Raw Materials	• By increasing the procurement of recycled materials (reaching 25,339 tons in 2025) and conflict-free minerals (100% RMAP certification), the Company promotes the circular economy and regional human rights protection.	• If raw materials involve conflict minerals (such as 3TG and cobalt), they may directly finance armed conflict and cause severe human rights violations against workers in producing regions.	• Conflict minerals due diligence non-compliance may lead to legal risks. • Increasingly stringent regulations such as the EU Critical Raw Materials Act raise management requirements.	• Ensuring 100% RMAP certification compliance through the conflict minerals management system. • Increasing recycled material content helps respond to the demand of ESG-conscious customers and strengthen product competitiveness.	✓	✓	

Material Topic	External Opportunities	External Risks	Internal Risks	Internal Opportunities	Upstream	Operations	Downstream
Environmental Policy and Management	• A robust environmental management system (such as 100% ISO 14001 certification coverage) is the cornerstone for advancing various green initiatives, helping to demonstrate the Company's commitment to environmental protection to governments, communities, and investors.	• Should the environmental management system fail, it may lead to pollution incidents, causing negative impacts on the local environment and communities.	• Environmental violations may result in substantial fines or work stoppage risks. • Loss of customer trust may affect partnership eligibility. • May increase pressure on insurance and external partnership terms.	• 100% of global production bases have passed ISO 14001 Environmental Management System certification, helping to enhance compliance consistency and operational management efficiency.		✓	
Talent Attraction, Development, and Retention	• Providing quality employment opportunities and forward-looking skills training not only promotes local economic development, but also cultivates the key talent required for AI and high-tech manufacturing.	• Poor labor conditions or a lack of development opportunities may lead to high turnover rates, affecting local employment stability and family well-being.	• Shortage of top talent in key fields such as AI/ semiconductors/electric vehicles. • Population aging in major operating regions such as Taiwan, China, and South Korea. • High turnover rates among frontline operators.	• Through market-competitive compensation and benefits, career development, learning resources, family-friendly measures, and long-term incentive mechanisms, the Company strengthens the attraction and retention of key talent. • A talent strategy combining global deployment with local cultivation supports the development of key fields such as smart manufacturing, electric vehicles, semiconductors, and AI.		✓	
Employee Diversity and Inclusion	• Committed to building an inclusive workplace, the Company provides fair development and promotion opportunities for diverse groups—including women, persons with disabilities, and people of different nationalities—promoting social equity.	• Workplace discrimination, sexual harassment, or unfair treatment may have negative impacts on individuals' dignity and mental health.	• Incidents of discrimination, bullying, or harassment may trigger labor litigation and reputational crises. • A lack of an inclusive culture may reduce the ability to attract diverse global talent.	• Diversity, Equity, and Inclusion (DEI) teams help enhance innovation and collaboration performance. • A strong DEI track record helps enhance competitiveness in partnerships with international customers.		✓	
Human Rights and Community Relations	• By implementing high-standard human rights policies and community engagement, Foxconn is able to safeguard workers' dignity and promote the prosperity and harmony of the communities where it operates.	• The presence of forced labor, improper use of migrant workers, or excessive overtime within the value chain would have severe negative impacts on workers' human rights and physical and mental health.	• "Forced labor" allegations may trigger international sanctions (such as the U.S. UFLPA) and product detention risks. • Brand customers may impose procurement restrictions based on reputational considerations. • Community protests may affect the progress of plant construction or operations.	• Through human rights policies, due diligence, and RBA compliance management (in 2025, the Group completed 86 third-party audits across 65 global sites, obtaining 6 Platinum, 2 Gold, and 33 Silver certificates), the Company continuously strengthens the foundation for collaboration with global customers and reduces the risk of supply chain and operational disputes.	✓	✓	✓
Labor Relations	• Establishing stable and transparent labor negotiation mechanisms and a union system not only safeguards colleagues' legal rights and interests, but also helps raise the standard of local labor conditions.	• Should labor conditions deteriorate, working hours become excessive, or compensation become unfair, this would directly affect the economic security and physical and mental well-being of a large number of colleagues and their families.	• Poor labor communication may trigger strikes or collective protests, leading to production line shutdowns. • Violations of working hours or wage regulations may trigger class-action litigation and compensation risks. • Improper use of dispatched labor may increase compliance risks.	• Through institutionalized labor practice management, labor-management meetings, and union and employee representative mechanisms, the Company maintains stable labor relations and supports operational stability and delivery capability.		✓	

Material Topic	External Opportunities	External Risks	Internal Risks	Internal Opportunities	Upstream	Operations	Downstream
Occupational Health and Safety	• By adopting high-standard occupational safety and health systems such as ISO 45001 and technology-based management measures, the Company provides a safer working environment for colleagues and contractors.	• Risks such as chemical exposure, machinery operation, and high-temperature and hot-work operations, if improperly controlled, may cause irreversible harm to frontline workers.	• Major occupational fatalities or serious injuries. • Violations of occupational safety and health regulations may result in work stoppage and rectification orders from the competent authorities. • Failure of customer SER (Social and Environmental Responsibility) audits may affect order intake.	• Through the ISO 45001 management system, high-risk operation controls, incident reporting and corrective/preventive procedures, and AI and innovative safety improvement measures, the Company continuously enhances the maturity of occupational safety and health management and operational resilience.	✓	✓	
Customer Relations and Brand Management	• By building deep, trust-based partnerships with customers, Foxconn is able to advance green design upstream and deliver high-quality products downstream, bringing safe and innovative experiences to consumers.	• Should a major product safety defect, information security breach, or serious delivery delay occur, customer trust may rapidly deteriorate, in turn impacting brand reputation.	• Major quality anomalies may lead to large-scale product recalls and compensation risks. • Negative ESG incidents in the supply chain (such as human rights scandals) may directly impact customer brand trust. • Customer over-concentration.	• Through excellence in quality, delivery capability, and ESG performance, the Company deepens long-term partnerships with key customers, enhancing high-value business opportunities and brand trust.		✓	✓

Note. Value chain segments marked with "V" indicate the segment where the topic's primary associated impact occurs; the actual scope of impact varies by business type, region, and site. Foxconn will continue to review material topics on a rolling basis in response to external trends and stakeholder feedback.

Stakeholder Identification and Engagement

Foxconn places great importance on establishing transparent, continuous, and constructive communication mechanisms with its stakeholders, using stakeholder input as an important reference for identifying material issues, enhancing sustainability management, and planning information disclosure. To ensure that the parties fully reflect the Group's operational characteristics, value chain interactions, and external trends, Foxconn follows stakeholder engagement principles and identifies stakeholders with reference to the following five principles:



Dependency

Parties that depend on Foxconn economically or operationally, or on which Foxconn's operations rely.



Responsibility

Parties toward which Foxconn currently bears, or may in the future bear, legal, commercial, operational, or ethical responsibilities.



Influence

Parties that can influence the strategies, decisions, and operational activities of Foxconn or its related parties.



Diverse Perspectives

Parties that can provide different perspectives, expertise, or local experience to enhance issue understanding and management.



Tension

Parties related to the Group's operations or value chain activities that are currently under financial, economic, social, or environmental pressure and need to be identified and addressed in a timely manner.

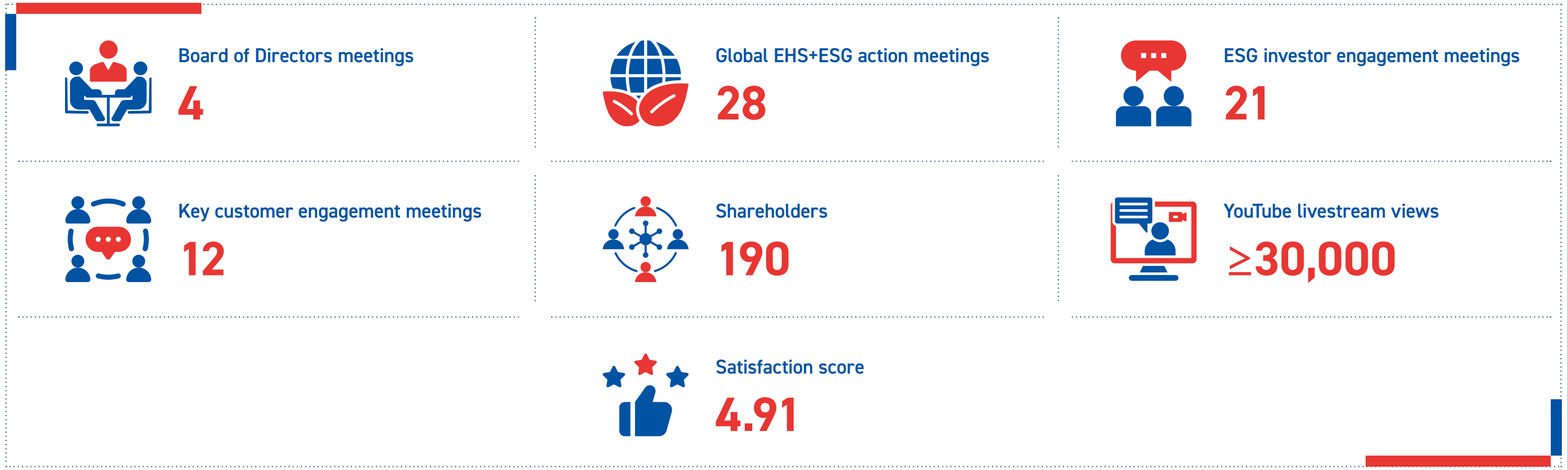
In connection with the 2026 materiality assessment, Foxconn classified stakeholders into 12 categories in accordance with the above principles, in order to ensure the completeness of both internal and external perspectives and to enhance the representativeness and usability of the assessment results. For internal stakeholders, Foxconn further distinguishes among levels such as the Board of Directors, first- and second-tier managers, employees, and other internal personnel, so that the input collected can simultaneously reflect multi-level perspectives spanning governance oversight, strategy advancement, execution management, and frontline practice—serving as an important reference for subsequent issue management and resource allocation.

Foxconn continuously gathers stakeholders' concerns through routine and project-based communication mechanisms, including questionnaire surveys, meeting communications, audits and visits, grievance and feedback mechanisms, public disclosures, and project exchanges. In addition to serving as an important input for material issue assessment, stakeholder input is consolidated by the relevant units and incorporated into sustainability management, risk assessment, operational improvement, and annual disclosure planning. The outcomes of stakeholder engagement in 2025 were consolidated by the Group's Sustainability Office and reported to the Board of Directors regularly to strengthen governance linkages and mechanisms for continuous improvement.

Beyond questionnaire surveys and day-to-day engagement, Foxconn also continues to deepen its interactions with stakeholders through institutionalized meeting mechanisms, in-person visits, thematic forums, exchanges with international industry associations, industry-academia collaboration, and diverse digital communication channels. In 2025, Foxconn held **4** Board of Directors meetings, **28** global EHS+ESG action meetings, **12** monthly execution meetings for business groups/subsidiaries/regions, **12** monthly Sustainability Committee decision-making meetings, **21** ESG investor engagement meetings, **12** key customer engagement meetings, and **2** meetings between independent directors and investors—continuously grasping internal and external issues of concern through multi-level governance and communication mechanisms, and using them as an important basis for management enhancement and decision-making.

In addition, Foxconn expands the depth and breadth of stakeholder participation through formats such as shareholders' meetings, sustainability forums, environmental exhibition areas, on-site investor visits, and exchanges with international industry associations. The 2025 shareholders' meeting attracted **190** shareholders, garnered more than **30,000** YouTube livestream views, and achieved a satisfaction score of **4.91**. Furthermore, through activities such as investor visits to the Longhua/Guanlan campuses, meetings between independent directors and investors, and sustainability forums, the Company deepened external understanding of and trust in Foxconn's governance, operations, environmental issues, and talent.

In terms of external initiatives and collaboration, Foxconn continues to connect with international industry associations such as the Global Electronics Association (GEA) and the Taiwan Investor Relations Institute (TIRI), and continuously strengthens its exchanges and collaboration with international stakeholders by serving on relevant committees and boards, participating in the advancement of standards, and sharing net-zero and biodiversity practices. Foxconn also deepens its interactions with academic institutions and social partners through industry-academia collaboration and talent cultivation, including advancing marine AI ecological recognition, restoring fish fry and algal reefs, mangrove restoration, and summer internships and campus collaborations—continuously expanding the social impact and sustainable value of its stakeholder engagement.



Analysis of Stakeholder Concerns

Based on the results of the 2025 stakeholder questionnaire and day-to-day engagement, Foxconn has observed that while there is some overlap in the issues of concern among different stakeholders, their focus areas and expectations still differ. These can be summarized as follows:

1. **Governance, human rights, and employee care issues attract broad and high levels of concern.**
   Internal employees, customers, and shareholders/investors generally place high importance on issues such as occupational health and safety, labor relations, and corporate governance and business ethics—indicating that sound governance, labor compliance, and employee care are important foundations for maintaining corporate trust, operational stability, and long-term partnerships.
2. **External stakeholders focus more on environmental impacts and transparency of information.**
   Government agencies and NGOs/local institutions place greater emphasis on issues such as greenhouse gas emissions and air quality, water resources and wastewater management, waste and hazardous substance management, and climate change—reflecting their emphasis on environmental oversight, regulatory compliance, public interest, and transparency in information disclosure.
3. **Business partners place high importance on operational resilience and supply stability.**
   Customers and suppliers show a high level of concern for issues such as supply chain management, risk and crisis management, and information security—indicating that they place the greatest importance on whether Foxconn can maintain stable, reliable, and resilient production and delivery capabilities, and effectively respond to unexpected events and external risks.
4. **Shareholders/investors focus on long-term value creation and systemic risk management.**
   In addition to valuing governance and labor-related issues, shareholders/investors also focus on risk management, supply chain management, innovation and business model resilience, and the Company's ability to address external uncertainties and long-term transformation risks—reflecting their emphasis on the Company's long-term competitiveness and sound management.

Based on the above findings, Foxconn continues to review the differences and common concerns among stakeholder groups, using them as important references for subsequent material issue management, communication responses, and information disclosure.

Highlights of Annual Stakeholder Engagement

In 2025, Foxconn continued to deepen its stakeholder engagement through diverse formats. Annual engagement highlights include:

- Establishing regular governance and engagement mechanisms through Board of Directors meetings, the Sustainability Committee, investor engagement, and key customer engagement meetings;
- Holding shareholders' meetings, sustainability forums, on-site investor visits, and exchanges with international industry associations to expand the depth of stakeholder participation and external trust;
- Deepening mutual learning and shared prosperity among value chain partners through supplier workshops, the Sustainability Awards, and low-carbon supply chain transformation programs;
- Expanding interactions with academia and social partners through industry-academia collaboration, internship programs, and biodiversity projects;
- Continuously strengthening digital disclosure and external communication to enhance the transparency and reach of sustainability information.

2025 Stakeholder Communication Highlights

Site Visits & Professional Exchange Strengthen Investor Trust

Investor Visits to Longhua/Guanlan Plants

Theme: Lighthouse Factory, Work/Life Environment

Visitors: 11 Buy-side, 1 Sell-side

Satisfaction: 3.9-5


Lighthouse Factory


Smart Warehousing


Wastewater Reuse


Air Quality Monitoring


Employee Care Center


Campus Clinic


Employee Dormitory

Independent Director-Investor Meeting

Format: In-person/Online Hybrid

Content: 2024 & 2025 Sustainability Initiatives



Physical meeting


Virtual Meeting

Industry-Academia Collaboration for Sustainability and Talent Development

Biodiversity Collaboration Project

- Partnering with National Taiwan Ocean University on marine AI recognition and fry/reef restoration
- Joint mangrove restoration with Hanoi University of Science



2025 Board Office Summer Internship

- 18 outstanding students selected
- Acceptance rate of only 1.7%



NTU Thesis Publication

- Foxconn has evolved from ad hoc environmental improvements to a systematic circular economy model
- Strengthening supply chain integration to build a green ecosystem


國立臺灣大學管理學院商學研究所
碩士論文
Graduate Institute of Business Administration
College of Management
National Taiwan University
Master's Thesis

電子製造業的循環經濟發展與應用－以鴻海為例
The Development and Application of Circular Economy in the Electronics Manufacturing Industry: A Case Study of Hon Hai

于紹容
Shao-Rong Yu

指導教授：陳家麟 博士、李紘 博士
Advisor: Chia-Lin Chen, Ph.D. Hung Lee, Ph.D.

中華民國 114 年 7 月
July 2025

Deepening Customer Collaboration: Turning Commitments into Action


Hon Hai Precision Industry Co., Ltd.

会议记录 Meeting Minutes

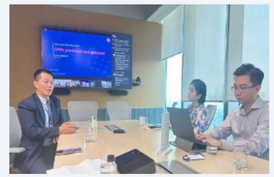
Subject	A客户体检性向测验项目讨论会议				
Date	2025/7/15	Time	10:00 - 11:30	Location	在线会议
Attendee (出席者)	Apple: Leo Chen, Connie Shi, Annie Xu, Jerry Huang, Karin Xiong HH:方叶明（A事业群）、黄奕诚（永恩办）、李金芝（A事业群）、任欣（A事业群）、朱小飞（A事业群）、韩磊（A事业群）、王凯玉（中央人资）、雷戈华（大陆人资）、彭灿鲁（大陆人资）、周欣（大陆人资）、杨昕（大陆规龙）、张婷心（永恩办）、刘秋芝（永恩办）				
Keeper	刘秋芝				

From "Onboarding Health Check" to "Total Employee Health Care"

- Enhancing human rights compliance in the global recruitment process
- Health checks made voluntary, respecting employee choice

Net-Zero Future

- Shared group decarbonization strategies and measures at a global summit; DPPA pilot project
- One-on-one follow-up communication plan



Zero Waste Initiative

- Shared group waste management experience
- Promoting innovative zero-waste projects: cutting fluid reuse & high-COD wastewater reduction workshop



Co-Learning, Co-Prosperity, Co-Responsibility with Suppliers

Hon Hai-Foxconn Sustainability Award

- 1,168 total entries submitted
- First time expanded to suppliers
- First-ever visits by customers, independent directors, and investors



Sustainable Value Chain Workshop

- Nearly 50 suppliers invited to participate
- Building a mutually thriving sustainability ecosystem



ESG Project Initiatives

- Requiring dispatch agencies to renew contracts/sign standard agreements, strengthening compliance
- Foxconn low-carbon supply chain transformation program
- 100% completion of responsible mineral sourcing statement



2025 Overview of Stakeholder Engagement

Given that different stakeholders may focus on the same issues but differ in their reasons for concern and their expected management priorities, Foxconn adopts differentiated response and management practices based on its engagement results and actual operational context.

Foxconn regards stakeholders' concerns as an important reference for sustainability governance and operational enhancement. The input collected through various communication channels is, in addition to being responded to and addressed in a timely manner by the responsible units, regularly consolidated by the Group's Sustainability Office to serve as the basis for material issue review, risk assessment, management system optimization, and annual disclosure planning. For issues that are common or of high concern, Foxconn also drives improvement and tracking through cross-departmental collaboration—combining mechanisms across governance, operations, human resources, supply chain, information security, and environmental management—in order to respond to stakeholder expectations and strengthen long-term sustainable competitiveness.



2025 Overview of Stakeholder Engagement

Internal Employees

Employees are key drivers of operations and transformation, valuing safety, respect, and growth opportunities.

Communication Channels and Frequency

Regular: Employee opinion surveys, occupational safety and health meetings, training, and labor-management meetings.

Ad hoc: Site briefings, manager interviews, intranet announcements, grievance channels, and major incident reporting.

Issues of Concern

Occupational Health and Safety; Talent Attraction, Development, and Retention; Labor Relations; Customer Relations and Brand Management; Risk and Crisis Management; Corporate Governance and Business Ethics

Foxconn focuses on employees' expectations regarding safety, respect, fairness, and growth opportunities, continuously refining its talent recruitment, cultivation, development, and retention mechanisms. Through market-competitive compensation and benefits, career development, learning resources, family-friendly measures, and the Employee Assistance Program (EAP), the Company supports employees' long-term development and fosters a sense of belonging.

In terms of labor and human rights protection, Foxconn maintains an open and constructive labor communication environment through labor-management meetings, union and employee representative systems, and diverse grievance and anonymous reporting mechanisms, ensuring case acceptance, response, and improvement tracking through institutionalized processes.

For occupational health and safety, Foxconn's central occupational safety function provides unified management, advancing the ISO 45001 management system, incident reporting and corrective/preventive procedures, employee participation mechanisms, and high-risk operation management. Through health promotion, psychological support, and safety innovation measures, the Company continuously enhances workplace safety and overall well-being.

Customers

Customers are core partners for operational growth and technological upgrading, valuing quality, delivery, compliance, and information security.

Communication Channels and Frequency

Regular: Customer audits, project routine meetings, quality reviews, and information security assessments.

Ad hoc: Major incident reporting, executive-level dialogues, and customer complaint handling.

Issues of Concern

Risk and Crisis Management; Labor Relations; Corporate Governance and Business Ethics; Supply Chain Management; Innovation and Business Model Resilience; Information Security and Privacy Protection; Customer Relations and Brand Management

In response to customers' high priority on delivery stability, operational resilience, supply chain compliance, and information protection, Foxconn continuously strengthens its enterprise risk management, full-lifecycle supplier management, and business continuity plans. Through tiered supplier management, second-party audits, risk early-warning, and backup strategies, the Company enhances supply chain transparency and delivery stability.

On the governance and labor front, Foxconn responds to customers' requirements for business ethics and labor compliance through integrity-based management, anti-corruption, compliance management, human rights policies, and labor communication mechanisms.

In terms of information security, Foxconn has established a cybersecurity governance structure overseen by senior management, adopting a zero-trust architecture, multi-layered defense, round-the-clock monitoring, and third-party information security management mechanisms to safeguard customer data, trade secrets, and critical systems, thereby maintaining long-term partnership trust.

Shareholders/Investors

Shareholders and investors are important partners in accessing capital and creating long-term value, valuing governance, risk management, and information transparency.

Communication Channels and Frequency

Regular: Earnings calls, financial report disclosures, annual reports, sustainability reports, investor meetings, and Board of Directors oversight.

Ad hoc: Roadshows, one-on-one meetings, and major incident briefings.

Issues of Concern

Corporate Governance and Business Ethics; Labor Relations; Risk and Crisis Management; Occupational Health and Safety; Supply Chain Management; Human Rights and Community Relations

Through a Board-led governance structure, an enterprise risk management system, and internal and external audit mechanisms, Foxconn continuously strengthens the identification and monitoring of compliance, strategy, supply chain, labor, human rights, and emerging risks, and enhances transparency and execution effectiveness through regular disclosures and governance reporting.

On labor and human rights issues, Foxconn advances institutionalized management, grievance mechanisms, training, and continuous improvement to reduce the potential impacts of labor disputes, occupational injury incidents, and human rights risks on operational stability and corporate reputation.

At the same time, through its talent strategy, long-term incentives, career development, supply chain management, and enhanced operational resilience, Foxconn responds to investors' expectations regarding the Company's long-term competitiveness and sustainable development capabilities.

Suppliers

Suppliers are important partners for global manufacturing and delivery capabilities, valuing collaboration, stability, quality, and compliance.

Communication Channels and Frequency

Regular: Supplier evaluations, audits, briefings, training, and routine meetings.

Ad hoc: Anomaly reporting and joint defense against risk events.

Issues of Concern

Supply Chain Management; Customer Relations and Brand Management; Occupational Health and Safety; Corporate Governance and Business Ethics; Risk and Crisis Management; GHG Emissions and Air Quality; Waste and Hazardous Substance Management

Through consistent supplier management standards and processes, Foxconn incorporates ESG requirements into new supplier onboarding, performance rating, auditing, training and empowerment, and collaboration management mechanisms, and uses Procurement 2.0 to strengthen supplier selection, fair trade, data governance, and management transparency.

For major suppliers and high-risk suppliers, in addition to implementing tiered management, risk identification, and improvement tracking, Foxconn also helps suppliers enhance their capabilities in carbon management, human rights, occupational safety and health, green products, waste management, and business ethics through the Supplier ESG Digital Management Platform, training, on-site guidance, and strategic collaboration projects—jointly strengthening supply chain resilience and long-term competitiveness with Foxconn.

Government Agencies

Governments are the formulators and regulators of legal systems, driving the sustainable transformation of industries.

Communication Channels and Frequency

Regular: Regulatory filings, audits, inspections, policy briefings, and industry conferences.

Ad hoc: Major incident reporting and project permit applications.

Issues of Concern

Corporate Governance and Business Ethics; Energy Management; Supply Chain Management; Information Security and Privacy Protection; Innovation and Business Model Resilience; Waste and Hazardous Substance Management; Climate Change

In accordance with the laws and policy directions of the competent authorities, Foxconn continuously strengthens its practices in regulatory compliance, integrity-based management, supply chain management, information security, energy management, and environmental management, and responds to the authorities' requirements for corporate governance and legal compliance through an institutionalized governance structure, regular filings, cooperation with audits, and deficiency improvement tracking.

On the energy and climate front, Foxconn supports its net-zero transition goals through the ISO 50001 energy management system, energy-saving technology upgrades, renewable energy procurement, and self-built green electricity deployment. In terms of environmental management, it continues to advance waste classification, resource recovery, and legal disposal to strengthen compliance, industrial stability, and the effectiveness of its sustainable transformation.

NGOs/Local Institutions

NGOs and local institutions are important stakeholders for local operations, focusing on environmental impacts, climate action, and information transparency.

Communication Channels and Frequency

Regular: Community communication meetings, environmental monitoring, information disclosure, and public-welfare project reviews.

Ad hoc: Anomaly reporting, grievance channels, and engagement meetings.

Issues of Concern

Human Rights and Community Relations; Corporate Governance and Business Ethics; Supply Chain Management; GHG Emissions and Air Quality; Water Resources and Wastewater Management; Waste and Hazardous Substance Management

Foxconn values the expectations of local communities and external groups regarding environmental impacts, information transparency, and corporate responsibility, continuously reducing the impact of its operations on the surrounding environment and residents through measures such as environmental management, pollution control, greenhouse gas inventory, energy conservation and carbon reduction, water resource management, and waste classification and resource utilization.

On the supply chain and human rights front, Foxconn also advances responsible procurement and value chain management through the Supplier Code of Conduct, SER audits, conflict minerals due diligence, and grievance and communication mechanisms. Furthermore, through public disclosure, local communication, and issue-response mechanisms, the Company continuously enhances external trust and strengthens operational resilience.



1 Sound Governance, Integrity-Based Management

Hon Hai Technology Group (Foxconn) upholds "Sound Governance, Integrity-Based Management" as its core strategy, continuously strengthening its board governance, integrity-based management, enterprise risk management, and information security and privacy protection mechanisms. Through an institutionalized oversight structure and transparent governance practices, the Group enhances corporate resilience and safeguards the rights and interests of shareholders and all stakeholders.

- **Board governance and participation maintained at a high level**: In 2025, the average attendance rate at Board of Directors meetings reached **100%**. The performance evaluations of the Board of Directors, Audit and Risk Committee, Remuneration Committee, and Nominating and Corporate Governance Committee averaged **4.99**, **4.99**, **4.96**, and **5.00** points, respectively, further strengthening the Board's oversight and decision-making effectiveness.
- **Board diversity and independence continued to improve**: The current Board comprises **33.33%** female directors and **55.56%** independent directors, both meeting the annual management targets, continuously optimizing the Board's diverse composition and independent oversight function.
- **Corporate governance performance recognized externally**: Foxconn ranked in the **top 20%** in the Taiwan Stock Exchange's 12th Corporate Governance Evaluation, reflecting the Group's continued efforts to refine its corporate governance mechanisms and information transparency.
- **Anti-corruption systems and integrity management continued to deepen**: In 2025, the recertification and renewal of the ISO 37001 Anti-Bribery Management System was successfully completed. Anti-corruption training coverage among Board members reached **100%**, with a total of **552,722** employees in Taiwan, mainland China, and Vietnam completing anti-corruption training, along with **1,033** suppliers completing the relevant courses.
- **Enterprise risk management mechanisms continued to be institutionalized**: In 2025, a total of **320** risk reviews were completed through structured questionnaires and an annual inventory mechanism, summarizing six major risk dimensions and establishing a 5×5 quantitative risk matrix and risk grading methodology. The Group publicly disclosed its risk assessment logic and grading criteria for the first time, continuously enhancing its capabilities in the forward-looking identification and management of material risks.
- **Risk culture and internal control audits continued to be strengthened**: In 2025, more than **10** risk management training sessions were successfully held, with over 1,000 total participants. At the same time, the Group's risk management processes and disclosures obtained ISO 37301 Compliance Management System certification, continuously strengthening risk governance and alignment with international standards.
- **Information security governance and protection capabilities continued to improve**: In 2025, the Group recorded no major information and communication security incidents. The Group has established a global 24/7 Security Operations Center (SOC) and deployed **100** information security professionals to advance global cybersecurity joint defense and AI-enabled protection. In addition, **980** internal and external information security-related audits were completed in 2025, and the Group maintained an "A" excellence rating in external cybersecurity exposure assessments.
- **Cybersecurity awareness and operational resilience management continued to deepen**: In 2025, a total of **320** business continuity drills and tests were completed for core systems, and **51** phishing email test drills were conducted. The completion rate for application security training among development engineers reached **100%**, continuously enhancing company-wide cybersecurity awareness and the operational resilience of critical systems.

Material Topics

Corporate Governance | Business Ethics | Risk and Crisis Management | Information Security and Privacy Protection

SDG Alignment



Management Goals

Material Topic	Management Indicator	2025 Goal	2025 Performance	Achievement Status	2030 Long-Term Goal
Corporate Governance	Board Diversity	• Female directors account for 30%.	• Female directors account for 33.33%.	Exceeded	• Plan to establish a Board-level Sustainability Committee: 100% of board members possess diverse, cross-disciplinary expertise to strengthen sustainability decision-making capabilities.
	Board Independence	• Establish the principle that more than half of directors do not concurrently serve as Foxconn employees or managers.	• Independent directors account for 55.56%.	Exceeded	
	Board Effectiveness	• Raise the performance evaluation targets for the Board of Directors, the Audit Committee, the Remuneration Committee, and others to an average of 4.80. • Conduct an external professional team's performance evaluation of the Board of Directors and functional committees once every three years.	• In 2025, the Group successfully completed its external performance evaluation. The performance evaluation scores of the Board of Directors, the Audit Committee, the Remuneration Committee, and others averaged 4.99.	Exceeded	
	Tax Policy	• The Group publicly discloses its Group tax policy.	• The Group disclosed its Group tax policy in the Sustainability Report ahead of schedule and simultaneously updated it on its official website.	Achieved Ahead of Schedule	
Business Ethics	Anti-Corruption	• Complete the recertification and renewal of the ISO 37001 Anti-Bribery Management System.	• The ISO 37001 recertification and renewal was successfully completed.	Achieved	• Achieve 100% follow-up coverage of existing cases and comprehensive screening of new violation cases, upholding a zero-tolerance principle.
		• Use the Group app to announce corruption and legal/regulatory violations, as the number of publicly disclosed cases increases 10% annually.	• In 2025, published 24 posts via the Group app for compliance violation announcements and anti-corruption advocacy, up 33% year-over-year.	Exceeded	
Risk and Crisis Management	Enterprise Risk Culture Building	• Advance the establishment of the Group's risk management system, strengthen risk culture and training, promote company-wide risk awareness, and hold risk management seminars and training courses.	• Foxconn successfully held more than 10 risk management training sessions, with over 1,000 total participants.	Ongoing	• Achieve 100% system-wide data integration and build the "Group Risk Intelligence Hub."
Information Security and Privacy Protection	Information Security Management	• Conduct penetration testing of 10 key systems annually, ensuring no major information security incidents with low impact. • Continuously improve the ISO 27001 Information Security Management System and assist business units in establishing their information security frameworks.	• In 2025, there were zero major information and communication security incidents.	Achieved	• Achieve 100% ISO 27001 certification coverage across the Group's critical sites.

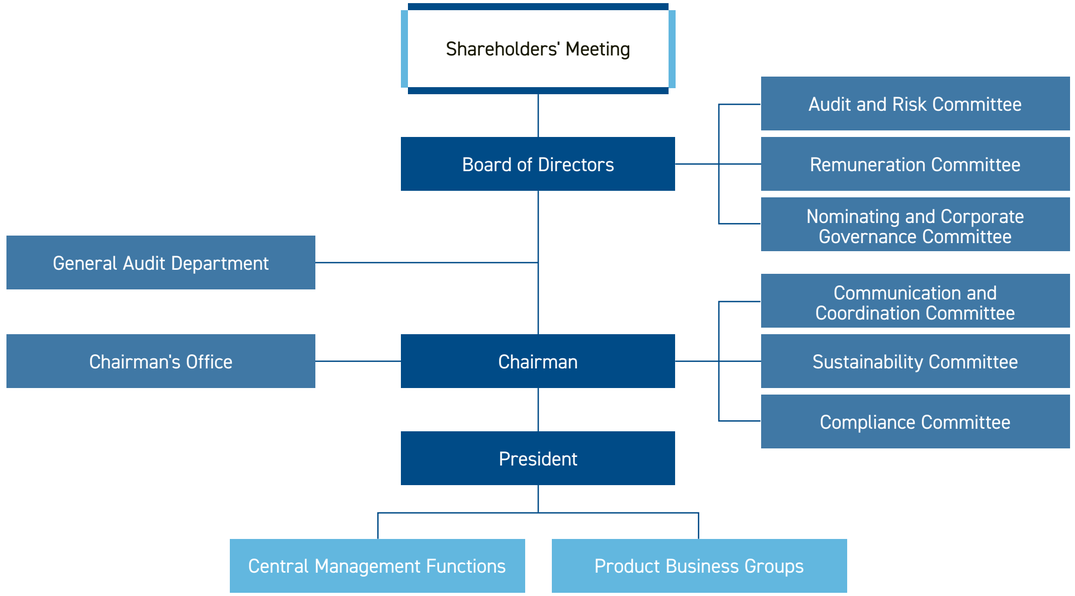
Corporate Governance

Foxconn Technology Group strictly complies with the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies, continuously building a decision-making mechanism that balances sound governance with sustainable management—safeguarding shareholders' rights and interests while giving due consideration to the interests of all stakeholders. To fulfill its sustainability commitments, the Group continues to optimize its governance structure, linking senior executive compensation with sustainability performance and strengthening its sustainability management mechanisms. At the same time, the Group continues to enhance its enterprise risk management capabilities, proactively identifying and managing emerging risks, and strengthening customer privacy and data security management to maintain customer trust.

To further strengthen corporate sustainability and succession planning, Foxconn has designated the establishment of a sound succession mechanism as an important management priority, and officially launched its "Rotating CEO" program in April 2024, cultivating senior executives' holistic business perspective and management capabilities through a systematic rotation mechanism. Over the past year, the Rotating CEO has focused on the Group's operational integration, global campus coordination, management system optimization, and supply chain resilience enhancement, continuously advancing the linkage of central and local resources, management standardization, and digitalization, and supporting the Group's strategic development in response to geopolitical shifts and global deployment adjustments.

Board of Directors Structure and Operations

Group Governance Structure



Foxconn Technology Group has established a sound board governance structure comprising the "Audit and Risk Committee," the "Remuneration Committee," and the "Nominating and Corporate Governance Committee" to strengthen the Board's independence and oversight of its operations. The current Chairman, Liu Young-Way, is an executive director responsible for coordinating the Group's overall business direction and advancing major strategies.

The Company's Board of Directors currently comprises nine directors, including five independent directors, serving three-year terms and eligible for re-election. The Chairman is elected from among the directors. The Chairman represents the Company externally and oversees the Company's important affairs; the Company has also taken out liability insurance covering the scope of business execution of all directors.

Responsibilities and Members of the Board Committees

Committee Name	Core Responsibilities and Scope of Work	Board Members	Primary Collaborating / Executing Unit
Audit and Risk Committee	Oversees the fair presentation of the Company's financial statements, the effectiveness of the internal control system, and the status of regulatory compliance; and is responsible for overseeing the enterprise risk management (ERM) mechanism, precisely identifying and controlling mitigation measures for material risks including emerging risks and information security.	Independent Director Hwang Tsing-Yuan; Independent Director Wang Kuo-Cheng; Independent Director Liu Len-Yu; Independent Director Chen Yue-Min; Independent Director Hsu Tzu-Mei	Board Meeting Unit
Remuneration Committee	Formulates and regularly reviews the performance evaluation criteria and compensation policies for directors and senior executives, ensuring that the compensation system is deeply linked to the Company's long-term operational goals and sustainability (ESG) performance, in order to effectively motivate and retain core talent.	Independent Director Wang Kuo-Cheng; Independent Director Hwang Tsing-Yuan; Independent Director Chen Yue-Min	Board Meeting Unit
Nominating and Corporate Governance Committee	Formulates and reviews the corporate governance best practice principles, and identifies and nominates director candidates in accordance with the board diversity policy; is also responsible for planning senior executive succession programs (such as the "Rotating CEO" program) and overseeing the implementation of the Group's sustainability development strategy.	Independent Director Hwang Tsing-Yuan; Independent Director Wang Kuo-Cheng; Independent Director Liu Len-Yu	Board Meeting Unit

To ensure that directors have sufficient time and energy to fulfill their duties, the Company strictly complies with Taiwan's Regulations Governing the Appointment of Independent Directors and Compliance Matters for Public Companies, which stipulate that an independent director may not concurrently serve as an independent director of more than five other public companies (including listed, OTC, and emerging-market companies). Currently, all non-executive directors and independent directors of the Group strictly comply with the concurrent-position regulations, with none holding more than four director positions at other listed or OTC companies.

In addition to the concurrent-position regulations, the Company also reviews the qualifications of its independent directors to ensure the independence of its Board's decision-making. All independent directors must sign an independence declaration for the two years prior to their appointment and throughout their term, and must meet the following six core criteria:

- **No employment relationship**: Not an employee, manager, or director of the Company or its affiliated enterprises (except for those concurrently serving as independent directors within the Group in accordance with the law).
- **No significant shareholding**: The individual, their spouse, or minor children do not hold 1% or more of the Company's shares, and are not among the top ten shareholders.
- **No close kinship**: No kinship within the second degree of relatives with the Company's directors, senior executives, or major shareholders.
- **No business or financial conflict of interest**: No significant business dealings with the Company (such as receiving remuneration exceeding NT$500,000 for audit or consulting services in the past two years); and not a director or manager of the Company's major customers, suppliers, or shareholders holding 5% or more of its shares.
- **No controlling relationship**: Not a representative of a party that controls the Company's Board of Directors or holds a majority of its shares.
- **No disqualifying circumstances**: None of the negative qualifications listed in Article 30 of the Company Act (such as criminal offenses or bankruptcy), and not elected in the capacity of a government or corporate representative.

Building on the above governance foundation, Foxconn will continue to review its board composition and independent director configuration regularly, in accordance with regulatory requirements and the board diversity policy, and will continuously strengthen the Board's independent oversight and strategic guidance functions through sound governance mechanisms. For specific details on the Board's operations, please refer to page 22 of the Foxconn Group's 2025 Annual Report.



Board Diversity, Professionalism, and Effectiveness

Board Diversity and Professionalism

Foxconn Technology Group values the diversity and professionalism of its Board of Directors. In accordance with Article 20 of the Corporate Governance Best Practice Principles, the Group has formulated a Board diversity policy aligned with its operating model and long-term development needs. The selection of Board members takes full account of the following two core standards, so as to enhance the quality of decision-making and incorporate diverse perspectives:

- **Basic conditions and values**: Encompassing diverse aspects such as gender, age, nationality, and cultural background.
- **Professional knowledge and skills**: Possessing professional backgrounds in law, accounting, industry, finance, marketing, or technology, along with extensive professional skills and industry experience.

To ensure that the Board of Directors can effectively exercise its supervisory and governance functions, members must also possess the following eight core competencies: operational judgment, accounting and financial analysis, business management, crisis management, industry knowledge, an international market perspective, leadership, and decision-making.

The Group places great importance on the diverse composition of its Board and has set a specific management target for gender diversity, aiming for female directors to account for 30% or more, thereby strengthening the range of perspectives in Board decision-making.

Reflecting our commitment to diversity, the current Board of Directors comprises 55.56% independent directors and 33.33% female directors, with an average director tenure of 3 years—evidence of the continuous optimization of the Board's composition and structure.

Independent directors	Female directors	Average director tenure
55.56 %	33.33 %	3 years

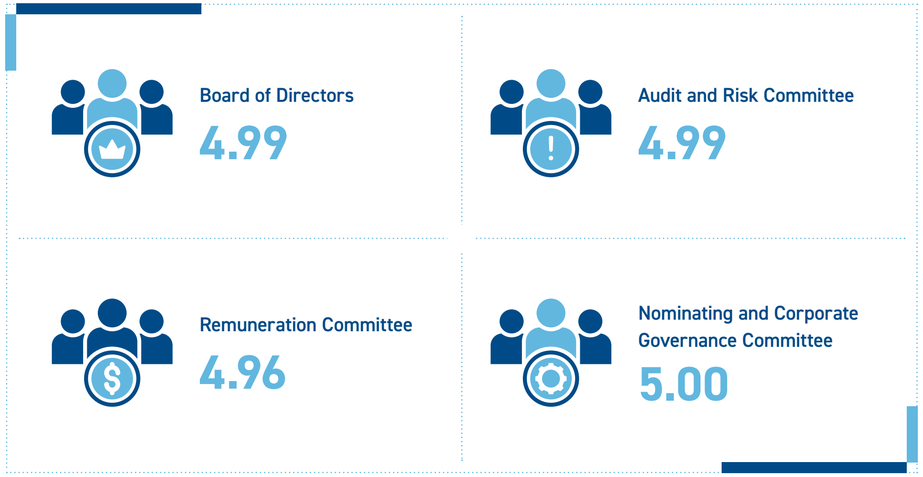
Board Member Information

Board Member	Title	Gender	Tenure (Years)	Professional Competencies and Industry Experience						
				Manufacturing	Brand & Channel	Finance & Investment	Technology & Research	Finance & Accounting	Marketing	Legal Practice
Liu Young-Way	Chairman	Male	6	✓	✓	✓	✓	✓	✓	
Chang Ching-Jui	Director	Male	0	✓			✓			
Chiang Shang-I	Director	Male	0	✓			✓			
Christina Yee-Ru Liu	Director	Female	5			✓		✓		
Wang Kuo-Cheng	Independent Director	Male	7		✓	✓		✓	✓	
Hwang Tsing-Yuan	Independent Director	Male	3			✓		✓		
Liu Len-Yu	Independent Director	Male	3			✓				✓
Chen Yue-Min	Independent Director	Female	3			✓		✓		
Hsu Tzu-Mei	Independent Director	Female	0			✓		✓		

Board Effectiveness and Performance Evaluation

In 2025, members of the Board of Directors actively fulfilled their duties, achieving an average meeting attendance rate of 100%. To safeguard shareholders' equity, the Group has expressly stipulated that any amendment to the Articles of Incorporation must be approved by resolution at the Shareholders' Meeting. In addition, the Group re-elects the Board of Directors every three years, ensuring that its composition consistently aligns with the Group's development needs and shareholders' expectations.

To continually enhance the Board's operational effectiveness, the Group implemented the Director and Committee Evaluation Method in November 2020. In accordance with this method, the Group conducts an internal performance evaluation annually and commissions an external evaluation by an independent professional institution or a team of experts and scholars at least once every three years. The evaluation results are finalized by the end of the first quarter of the following year. In 2025, the Group completed its self-evaluation through internal questionnaires, with the latest scores as follows:



In addition, Foxconn Group commissioned the Taiwan Business Integrity and Ethics Association to conduct the 2025 external performance evaluation of the Board of Directors. The association and its executing experts have no business dealings with the Group, ensuring full independence. The evaluation was conducted through questionnaire surveys and online video interviews, comprehensively assessing four major dimensions: the professional competencies of the Board of Directors, the Board's decision-making effectiveness, the Board's emphasis on and supervision of internal control, and the Board's attitude toward sustainable operations.

The evaluation results indicate a significant improvement in the effectiveness of the Group's decision-making information and communication. The Board's professional competencies and risk governance framework have continued to advance, and sustainability and talent issues have been elevated to the Board's strategic agenda. For specific evaluation results, recommendations, and the measures the Group plans to adopt, please refer to our official website: External Board Performance Evaluation - Foxconn Technology Group.

Board Conflict-of-Interest Recusal

To ensure the objectivity and fairness of decision-making, the Company has established strict conflict-of-interest recusal mechanisms in its Board Meeting Rules of Procedure and the Audit Committee Charter. Should a matter under discussion at a meeting involve the interests of a director or the corporate entity they represent, and pose a potential risk of harming the Company's interests, that director must proactively recuse themselves from the discussion and voting, and is strictly prohibited from exercising voting rights on behalf of other directors. In 2025, there were a total of 2 cases in which the Company's directors implemented recusal due to conflicts of interest (for detailed proposal information, please refer to the 2025 Foxconn Annual Report).

Board Sustainability Oversight and ESG Incentives

To ensure the effective implementation of our sustainability strategy, Foxconn Technology Group has established a top-down "Three-Tier Sustainability Governance Framework" with clearly defined roles and responsibilities (for the governance framework diagram, please refer to the Sustainable Governance and Management chapter). This framework drives the planning, execution, and oversight of sustainability issues:

Group Sustainability Governance Levels and Responsibilities

Governance Level	Person in Charge	Meeting Frequency	Specific Responsibilities and Scope of Oversight
Tier 1 Board of Directors Oversight	Chairman	At least quarterly	• Reviews the Group's key sustainability strategies, climate change response policies (e.g., Net Zero commitments), and medium- to long-term ESG goals. • Oversees the management team's ESG execution performance and resource allocation. • Ensures that the direction of sustainable development is closely aligned with the Group's overall business strategies and long-term interests.
Tier 2 Senior Management Oversight	Chairman of the Sustainability Committee	At least monthly	• Formulates specific ESG policies, short-, medium-, and long-term goals, and action blueprints. • Coordinates resources across business groups and manages material sustainability risks (including climate and cybersecurity risks). • Regularly assesses the achievement rates of ESG Key Performance Indicators (KPIs) and reports project progress and outcomes to the Board of Directors.
Tier 3 Execution Level	Sustainability Promotion Office	At least weekly	• Translates the ESG goals set by senior management into concrete action plans for the various campuses and business groups (e.g., energy-saving and carbon reduction projects, supply chain audits, and diversity and inclusion programs). • Manages sustainability data collection, inventory, and performance tracking as part of daily operations. • Compiles frontline execution status and challenges, reporting regularly to the higher-level committee.

2025 CEO Remuneration

Foxconn Technology Group links its compensation system with sustainability goals as an important mechanism for driving corporate transformation and strengthening management accountability. In 2025, the Company continued to optimize its CEO and senior management compensation policies, linking variable compensation to overall operational performance and long-term development goals. To fulfill its sustainability development commitments, we have further incorporated core ESG performance indicators into the annual performance evaluations of the CEO and senior executives, and adjust the payout ratio of variable compensation based on the achievement of the relevant goals, in order to enhance management's accountability for and execution of sustainability goals. For specific shareholding and compensation information, please refer to pages 18–19 of the Company's 2025 Annual Report.

To further enhance corporate governance and operational efficiency, and to ensure that business decisions are aligned with long-term value creation, the Company has established clear shareholding requirements for the CEO and members of the Executive Committee. In 2025, the CEO and other members of the Executive Committee held a percentage of Company shares commensurate with their positions and compensation, in accordance with internal regulations. This mechanism helps encourage the core management team to balance short-term operational results with long-term development goals, and further strengthens the alignment between management and shareholders' long-term interests, supporting the Company's steady and sustainable development.

In addition, Foxconn continues to maintain the fairness and information transparency of its internal compensation structure. In 2025, the Group continued to optimize its compensation management mechanisms, regularly reviewing employees' annual total compensation levels and conducting internal reasonableness assessments and benchmarking between the CEO's annual total compensation and the overall compensation level of all employees. By maintaining competitive and fair compensation distribution principles and a reasonable compensation multiple, the Group not only helps enhance the fairness of its internal compensation structure, but also enables stakeholders to more fully understand the Company's commitment to safeguarding employee well-being and implementing internal compensation fairness.

Financial Performance

The Group deeply understands that a sound financial structure is an important foundation for corporate sustainable development. In the face of external environmental changes such as the global economic situation, industry business cycles, and geopolitics, the Group continues to focus on long-term value creation, adopting a return on equity (ROE) of 12% and a return on capital exceeding 12% as its financial management direction. Through prudent operational strategies, capital allocation, and operational efficiency optimization, the Group strengthens its overall competitiveness and profitability, pursuing long-term stable growth in revenue and profit.

While pursuing long-term growth, the Group also emphasizes risk control and financial soundness, regularly conducting risk assessments to identify operational, financial, and market risks that may affect the Company's profit and loss, and formulating corresponding management measures accordingly. Adhering to prudent investment principles, the Group does not engage in high-risk or high-leverage investments, continuously strengthening its capital utilization discipline and financial risk tolerance to maintain operational resilience and safeguard shareholders' long-term interests. For the Group's specific 2025 financial data, please refer to the Foxconn Annual Report.

Tax Governance and Effective Tax Rate

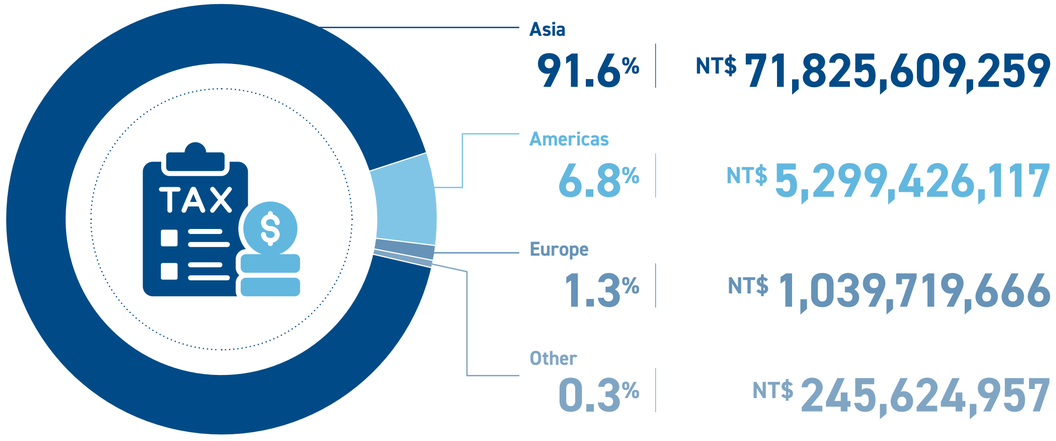
Foxconn Technology Group regards robust and transparent tax governance as a core part of fulfilling its sustainability commitments. By actively embracing our corporate citizenship responsibilities, we substantively drive shared economic prosperity in the global communities where we operate. To ensure tax compliance and risk control across our global footprint, the Group's Board of Directors serves as the highest decision-making and supervisory body for tax governance, responsible for approving the overall tax policy and overseeing the effective operation of tax management mechanisms. Accordingly, the Group officially promulgated the Tax Policy and Management Rules on August 10, 2022. This policy integrates tax governance with our vision for corporate innovation and transformation, establishing a governance framework that encompasses regulatory compliance, tax risk assessment, information disclosure, and tax management responsibilities. For detailed information on our tax policy, please refer to the official website link.

In terms of tax management practices, the Group strictly complies with the tax regulations of the jurisdictions where its operational sites are located and adheres to the management principle of "avoiding improper tax planning." For related-party transactions, we strictly adhere to the arm's-length principle and strive to maintain transparent, mutually trusting communication with tax authorities across regions, including participating in seminars held by tax authorities and external professional organizations to acquire new knowledge and exchange views. To strengthen risk control, when the Company and its subsidiaries file various tax returns, they implement tiered accountability and review-and-approval procedures in accordance with their respective duties, and properly retain relevant supporting documentation for review by the competent authorities. In addition, the Company addresses external investors' inquiries on tax issues through its central enterprise communication channel.

2025 Group Tax Information (Unit: NTD)

	FY2024	FY2025
Revenue	6,859,615,493,000	8,103,104,763,000
Pre-tax Profit (Loss)	211,875,157,000	293,444,866,000
Income Tax Expense (Current Year)	40,195,922,000	78,410,380,000
Effective Tax Rate (%)	18.97%	26.72%
Income Tax Paid	46,512,512,000	52,599,823,000
Cash Tax Rate (%)	21.95%	17.92%

Distribution of Income Tax Paid by the Group Across Global Tax Jurisdictions (NTD)



Business Ethics

Foxconn Technology Group regards integrity as an important principle of corporate governance, and has explicitly formulated its ***Code of Conduct for Integrity Management***, adopting a zero-tolerance stance toward any illegal or unethical conduct. The Group strictly complies with domestic and international anti-corruption and anti-bribery laws and regulations and, through comprehensive internal oversight mechanisms, ensures that all business activities conform to applicable laws and Company policies. To embed a culture of integrity throughout the organization, the Group arranges annual ethics and integrity training for employees, thereby strengthening their awareness of and compliance with integrity management practices.

Integrity Policy and Code of Conduct

Code of Conduct (CoC)

In terms of corporate conduct and responsibility standards, Foxconn upholds the principles of fair competition and integrity in its operations and has established legal compliance systems worldwide. As a member of the Responsible Business Alliance (RBA), the Group strictly complies with the RBA Code of Conduct and adheres to sustainability-related laws and regulations. Based on RBA standards, the Sustainability Committee established the Code of Conduct (CoC) in June 2008, which was subsequently updated in 2023. The CoC covers nine major areas: ethics, employees and human rights, health and safety, the environment, management systems, responsible mineral sourcing, anti-corruption, anti-slavery policies, and community engagement. In parallel, the Group formulated the Responsibility Standards to clearly define the CoC requirements and their implementation methods. All policies are reviewed and signed by senior management to ensure effective system execution and full compliance.

As international regulations and standards continue to evolve, the Group actively monitors these developments and plans corresponding adjustments. By the end of 2025, an internal assessment to update the Code of Conduct (CoC) and Responsibility Standards had been initiated. These updates are expected to benchmark against international standards such as RBA 8.0.2 and the EU Corporate Sustainability Due Diligence Directive (CSDDD), ensuring that the Group's operations consistently meet legal and compliance requirements. For the Group's Code of Conduct (CoC) and Responsibility Standards, please refer to the relevant links.

Anti-corruption Policy

All collaborations with suppliers, vendors, and clients must adhere to the Group's anti-corruption policy. Foxconn prioritizes corruption prevention in its management practices and strictly enforces its anti-corruption policy, which explicitly prohibits all forms of corruption, bribery, and improper conduct. The Group requires all employees to complete annual anti-corruption training to strengthen their compliance awareness and ethical judgment. Furthermore, all transactions with suppliers, business partners, and clients must comply with the Group's anti-corruption regulations.

In 2025, the Group identified 2 internal corruption incidents. The number of employees dismissed or subjected to disciplinary action for corrupt conduct was 2. There was 1 confirmed incident in which a contract with a business partner was terminated or not renewed due to corruption-related violations. On the legal front, 1 public legal case regarding corruption was brought against the organization or its employees during the reporting period, which resulted in 1 conviction.

2025 Internal Violation Incidents Report of Foxconn Group

Corruption or Bribery	Discrimination or Harassment	Customer Privacy Data	Conflicts of Interest	Money Laundering or Insider Trading
2	0	0	0	0

The Group has established a comprehensive anti-corruption training program encompassing online courses, in-person coaching, and dedicated supplier training, ensuring that relevant personnel across different levels and roles master anti-corruption knowledge and response capabilities. The course content covers domestic and international anti-corruption laws and regulations, company policies, case studies, risk identification, reporting procedures, and compliance management practices. Tiered training materials are designed specifically for senior executives, Board members, and general employees. The anti-corruption course is mandatory for all employees, aiming to deepen their understanding of ethical standards and policy requirements while reinforcing the Group's commitment to implementing integrity management across all levels of management and operations. Course completion status is also included as a criterion in employee promotion evaluations to further ensure the implementation of integrity-based operational requirements.

In 2025, employees in Taiwan, Mainland China, and Vietnam participated in online learning courses, with a total of 552,722 participants. The detailed statistics are summarized in the table below. In addition, the Group provides a Supplier Code of Conduct course that covers anti-corruption requirements; in 2025, a total of 1,033 suppliers completed this course.

2025 Foxconn Group Anti-corruption Training Coverage Rate

Number of Board Members Trained	Total Number of Board Members	Coverage Rate
9	9	100%

Note. Coverage rate calculation formula = Number of Board members trained in 2025 / Total number of Board members * 100%

2025 Foxconn Group Anti-corruption Training Employee Distribution

	Taiwan	Mainland China	Vietnam
IDL Employees (Including dispatched labor)	12,237	146,699	Not available
IDL Employees (Excluding dispatched labor)	12,193	146,699	Not available
DL Employees (Including dispatched labor)	2,156	289,633	Not available
DL Employees (Excluding dispatched labor)	1,460	229,409	Not available
Total Employees (Including dispatched labor)	14,393	436,332	101,997
Total Employees (Excluding dispatched labor)	13,653	376,108	Not available

Note. Data for Taiwan and mainland China reflect the status as of Wednesday, December 31, 2025, capturing the number of active employees within the Group who had completed the anti-corruption learning by that time; data for Vietnam reflect the status as of Thursday, October 30, 2025, capturing the number of employees who had completed the learning in Vietnam by that time.

Anti-competitive Policy

Through the Code of Conduct for Integrity Management, Foxconn explicitly regulates market competition, requiring all business activities to comply with applicable competition laws. The Group prohibits price-fixing, bid rigging, output or output quotas, and sharing or dividing markets by allocating customers, suppliers, operational territories, or lines of commerce. The Group also adheres to the principles of fair trade, ensuring that advertising content is truthful and responsible, thereby promoting healthy and orderly market competition. These regulations serve to safeguard consumer rights, enhance market transparency, and sustain an equitable competitive landscape.

In 2025, the Group continued to strictly implement the above regulations and was not involved in any improper conduct related to anti-competitive practices or antitrust violations. For specific policies, please refer to the link.

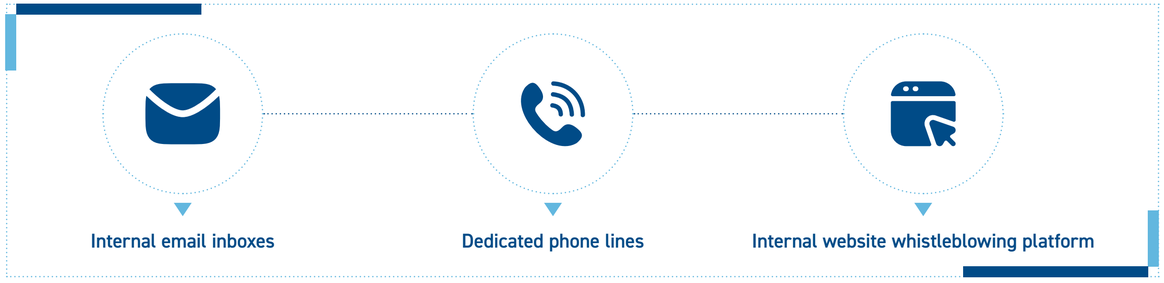
Integrity Management System and Whistleblowing Mechanism

Foxconn has incorporated anti-corruption issues into the scope of Board oversight, with management reporting on the related status to the Board of Directors at least once a year. The Sustainability Committee is responsible for formulating corporate social responsibility policies and management principles, with the Chairman, CEO, and heads of the various sub-committees jointly driving their implementation. Within the Group's Legal Department, a Fraud Prevention Division is responsible for establishing and maintaining the anti-fraud management system, while the Group's Audit Department conducts annual audits focused on key areas to ensure the continuous and effective operation of the anti-fraud and anti-corruption systems.

To further strengthen its whistleblowing and prevention mechanisms, the Group officially promulgated the Whistleblowing Procedures for Fraudulent Conduct in 2023. This standardized the processes for preventing, identifying, investigating, and reporting fraudulent behavior, with execution status reported regularly to the Board of Directors, the Audit and Risk Committee, or the General Manager. For the Group's Whistleblowing Procedures for Fraudulent Conduct, please refer to the relevant link.

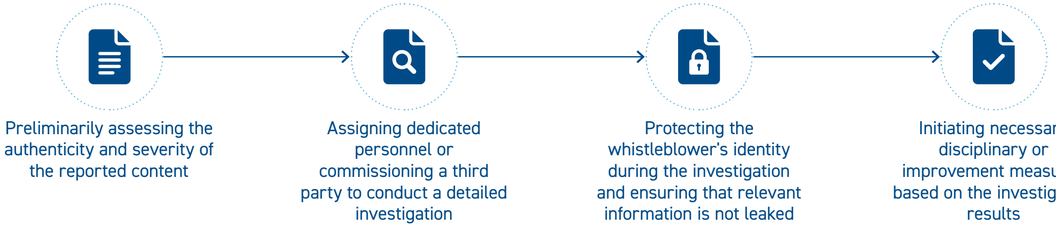
Integrity management and anti-corruption policies have also been integrated into employee performance appraisals and human resources policies, supported by a clear system of rewards and disciplinary measures. The Group explicitly stipulates and publicly discloses the disciplinary and grievance procedures for violations of integrity management regulations. Furthermore, it promptly discloses on its internal website the titles of violators, violation dates, details of the violations, and how the cases were handled (with personal privacy information redacted), providing transparent information on case processing. Foxconn obtained ISO 37001 Anti-Bribery Management System certification in 2022 and successfully completed its recertification and renewal in 2025, demonstrating the Group's commitment to and execution of continuous enhancements to its integrity governance system.

To strengthen early identification and effective handling, Foxconn has established multiple confidential whistleblowing channels, with a dedicated department centrally managing all reported cases. The whistleblowing channels are divided into internal and external routes, specifically including:



Whistleblowers may choose to submit reports anonymously or non-anonymously. All reported content is kept strictly confidential and accessible only to authorized personnel. Upon receiving a report, the dedicated department conducts an initial review, investigation, and handling in accordance with standard operating procedures. The investigation results and subsequent handling recommendations are then reported to the Board of Directors or the relevant supervisors.

The investigation process includes:



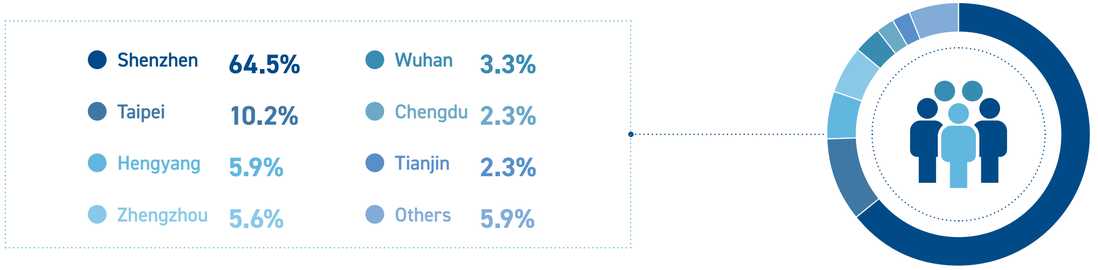
The Group explicitly prohibits retaliation against whistleblowers and provides training on using whistleblowing channels, helping employees and partners correctly understand the whistleblowing process and safeguarding whistleblowers' rights. All whistleblowing channels and related policies are publicly available on the Group's internal website, enabling employees and external stakeholders to access and use them at any time.

Internal Control and Audit

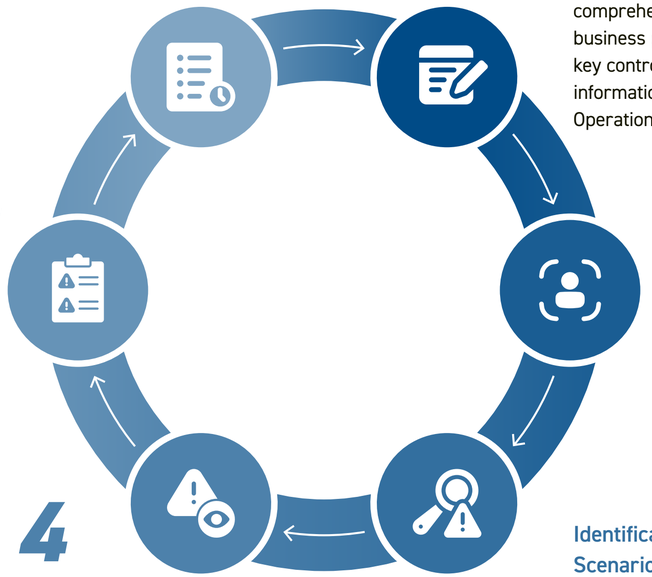
Foxconn Group places great emphasis on internal control and integrity risk management. Since 2022, the Group has fully complied with the ISO 37001 Anti-bribery Management Systems standard and regularly conducts corruption risk assessments. The core objective of internal control audits is to identify, assess, and manage the risks of corruption, bribery, and other improper behavior that may arise during the Group's operations. This ensures that all operational processes, organizational structures, and business partner management comply with internal control and regulatory requirements, further supporting integrity management and operational stability.

At the execution level, the Group completed comprehensive corruption risk assessments for 14 operational units in 2025, covering a total of 304 personnel. After careful evaluation, no material corruption-related risks were identified this year, indicating that the Group's internal control mechanisms are highly effective.

2025 ISO 37001 Distribution of Personnel by Job Function Risk Assessment



The internal control audit process primarily includes the following steps:



1 Departmental Operations Inventory
Each unit under evaluation conducts a comprehensive inventory of its departmental business processes, division of duties, and key control points, entering the relevant information into the "Departmental Operations Inventory Form."

2 Identification of Stakeholder Needs and Expectations
The needs and expectations regarding integrity management, compliance, and risk management of the internal and external stakeholders involved with the department are assessed and recorded in the operations inventory form.

3 Identification of Operational Risk Scenarios
For the identified operational items, scenarios that may involve corruption or bribery risks are analyzed. The identification results are entered into the "Operational Process Corruption and Bribery Risk and Control Assessment Form."

4 Review of Risk Control Measures
For the identified risk scenarios, the design and execution effectiveness of current control mechanisms are evaluated to confirm whether preventive measures are adequate. The results are recorded in the assessment form.

5 Residual Risk Assessment
The risks that may still exist after the implementation of existing controls (residual risks) are assessed and graded, serving as a basis for subsequent management optimization.

6 Continuous Improvement and Tracking
Based on the evaluation results, improvement recommendations are proposed, and relevant units track the execution to ensure the continuous optimization of internal control mechanisms.

The Group has also established internal control management mechanisms across its global subsidiaries. It supports all campuses and subsidiaries in conducting annual ethical audit self-assessments via an e-platform, covering system design, execution effectiveness, and key risk points, with reference to the standards of the internal control risk database. After each unit completes its self-assessment, the internal audit team conducts a review and consolidation, summarizing the assessment results and improvement measures, serving as an important reference for the Board of Directors and management to grasp the status of ethics governance implementation.

When internal auditors discover material violation incidents or determine that the Group faces a risk of severe damage, they must immediately prepare a detailed investigation report and notify the Board of Directors and the Audit Committee. This enables senior management to evaluate subsequent handling measures and improvement actions.

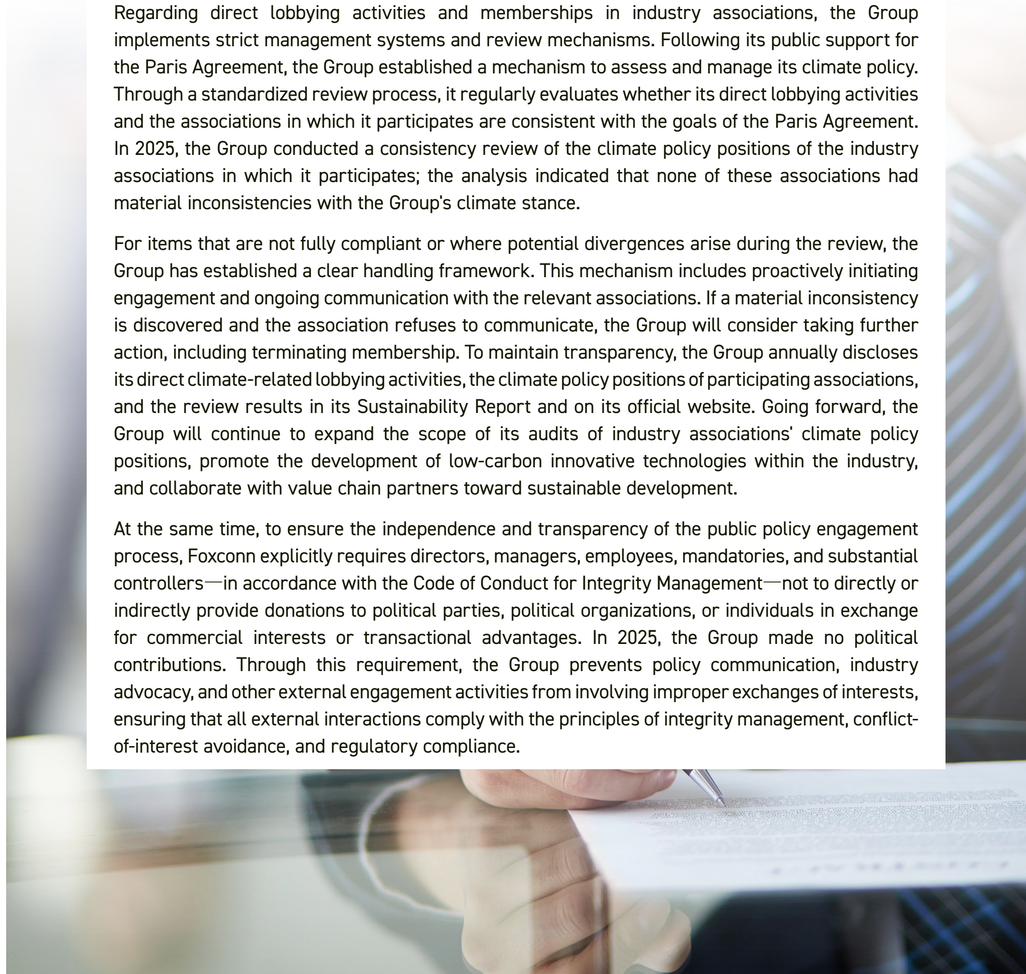
Policy Influence and Lobbying Transparency

Foxconn Technology Group explicitly states that its stance on climate change public policy is aligned with the Paris Agreement's goal of limiting global warming to 1.5°C. The scope of the Group's public policy engagement and climate advocacy encompasses all jurisdictions worldwide in which it operates. Within its governance framework, the Group has established clear regulations assigning the execution and oversight responsibilities for public policy engagement to the Public Relations Department. This department regularly reports to senior management to ensure that all external engagement activities comply with the Group's climate commitments and integrity principles.

Regarding direct lobbying activities and memberships in industry associations, the Group implements strict management systems and review mechanisms. Following its public support for the Paris Agreement, the Group established a mechanism to assess and manage its climate policy. Through a standardized review process, it regularly evaluates whether its direct lobbying activities and the associations in which it participates are consistent with the goals of the Paris Agreement. In 2025, the Group conducted a consistency review of the climate policy positions of the industry associations in which it participates; the analysis indicated that none of these associations had material inconsistencies with the Group's climate stance.

For items that are not fully compliant or where potential divergences arise during the review, the Group has established a clear handling framework. This mechanism includes proactively initiating engagement and ongoing communication with the relevant associations. If a material inconsistency is discovered and the association refuses to communicate, the Group will consider taking further action, including terminating membership. To maintain transparency, the Group annually discloses its direct climate-related lobbying activities, the climate policy positions of participating associations, and the review results in its Sustainability Report and on its official website. Going forward, the Group will continue to expand the scope of its audits of industry associations' climate policy positions, promote the development of low-carbon innovative technologies within the industry, and collaborate with value chain partners toward sustainable development.

At the same time, to ensure the independence and transparency of the public policy engagement process, Foxconn explicitly requires directors, managers, employees, mandatories, and substantial controllers—in accordance with the Code of Conduct for Integrity Management—not to directly or indirectly provide donations to political parties, political organizations, or individuals in exchange for commercial interests or transactional advantages. In 2025, the Group made no political contributions. Through this requirement, the Group prevents policy communication, industry advocacy, and other external engagement activities from involving improper exchanges of interests, ensuring that all external interactions comply with the principles of integrity management, conflict-of-interest avoidance, and regulatory compliance.



Risk and Crisis Management

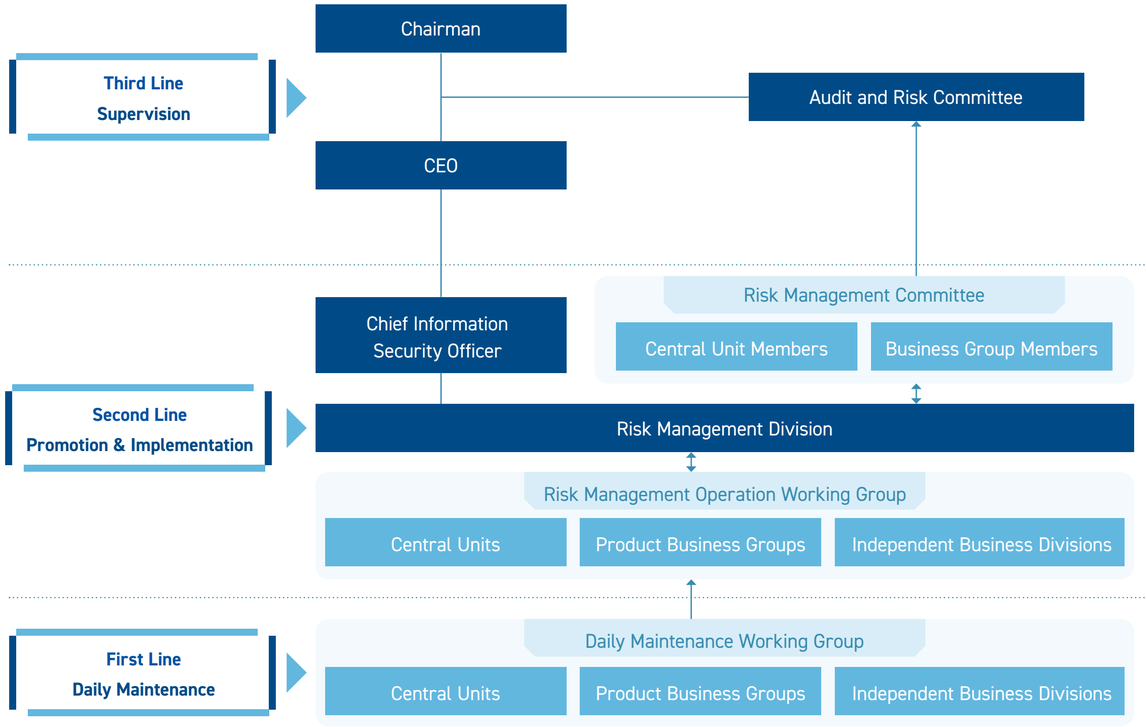
Foxconn Technology Group strictly complies with global regulations and deeply recognizes that effective enterprise risk management is essential for achieving corporate objectives, enhancing management efficiency, providing reliable risk information, supporting resource allocation, and ensuring the organization's long-term sustainability. To build a comprehensive risk management system and advance steadily toward the goal of sustainable corporate development, the Group formulated its Risk Management Policy with reference to the ISO 31000 and COSO ERM frameworks, as well as the relevant provisions of the Taiwan Stock Exchange's Risk Management Best Practice Principles for TWSE/TPEx Listed Companies, thereby establishing an effective operational mechanism for enterprise risk management.

Risk Governance Structure

As the highest governing body for risk management, the Foxconn Board of Directors focuses on regulatory compliance and the promotion and implementation of overall corporate risk management. By maintaining a clear understanding of the various risks encountered in operations, the Board oversees the effective functioning of risk management mechanisms and bears ultimate responsibility for the Group's risk management.

Group Risk Governance "Three Lines of Defense" Framework

With reference to relevant practices, Foxconn Technology Group continuously optimizes its risk management framework by establishing a corporate compliance and risk management system built on "Three Lines of Defense," which drives the effective operation of the overall risk governance mechanism:



Responsible for material risk control issues and for overseeing the coordination and operation of the overall risk mechanism. To assist the Board of Directors in supervising the effectiveness of the Group's risk management, the committee's core functions include:

- Reviewing risk management policies, procedures, and frameworks, and regularly reviewing their applicability and execution effectiveness.
- Approving the "risk appetite (risk tolerance)" to guide the appropriate allocation of Group resources.
- Ensuring the risk management mechanism can adequately respond to the risks faced by the Group and is integrated into daily operational processes.
- Approving risk control priorities and risk grading.
- Reviewing the execution status of risk management, proposing necessary improvement recommendations, and reporting to the Audit and Risk Committee regularly (at least once a year).

Serving as the second line of defense, this line is responsible for planning, executing, and supervising all material risk-related matters within the Group. It comprises three dedicated organizations that ensure the smooth advancement of risk management tasks:

- **Risk Management Steering Committee**: Responsible for overseeing risk management-related affairs and providing high-level guidance and resource support.
- **Risk Management Execution Team Representatives**: Dedicated to planning and executing various risk management tasks.
- **Central Risk Management Division**: Serving as the dedicated coordinating unit, it assists the risk management promotion and execution units, conducting cross-departmental risk coordination and management.

- Serving as the first line of defense, the relevant units are responsible for identifying, analyzing, and evaluating potential risks during frontline business execution. Through targeted risk management strategies and preventive measures, they effectively mitigate and control risk impacts and reduce the likelihood of risk events occurring.

Risk Management Process and Internal Audit

Risk Management

The execution of Foxconn's Enterprise Risk Management (ERM) mechanism strictly follows the five standard procedures of "risk identification, analysis, evaluation, response, and monitoring and review." In 2025, the Group's risk management team conducted a comprehensive risk inventory using structured questionnaires to assess the likelihood of occurrence, the degree of impact, and the effectiveness of existing control mechanisms for each type of risk.

Risk Identification

By consolidating the risk lists compiled by daily operational working groups and applying a systematic categorization based on Foxconn's industry characteristics, the Group has defined its potential risks across six major dimensions: strategic risks, operational risks (including information security), human resources risks, legal and compliance risks, financial risks, and emerging risks (including environmental sustainability, climate change, and infectious diseases).



After these risk assessment results were reviewed by the internal Risk Management Steering Committee and the Audit and Risk Committee, Foxconn formally defined its core risks for 2025 as Compliance Risks (e.g., international sanctions and tariff barriers) and Strategic Risks (e.g., geopolitical turbulence and overseas expansion challenges). At the same time, the Group maintains high-level monitoring and early-warning mechanisms for secondary risks, including market changes, human resource shortages, and exchange rate fluctuations. This ensures the timely activation of contingency measures, thereby reducing the Group's exposure to specific risks.

Risk Analysis and Evaluation

Upholding the philosophy of balancing risk control with operational returns, the risk management team works in tandem with the Group's strategic development goals to establish the annual risk appetite. Once approved by resolution of the Audit and Risk Committee and the Board of Directors, this metric is implemented across all business groups. The Group divides risk appetite into five levels to ensure that overall risk tolerance aligns with its operational strategies.

In terms of risk evaluation methodology, the Group uses a risk matrix to assess the probability of occurrence and the degree of impact for each risk event. Both dimensions are evaluated using a five-level quantitative scoring system, in which probability ranges from 1 (unlikely) to 5 (highest) and impact ranges from 1 (minor) to 5 (catastrophic). The risk management team calculates the risk score by multiplying the two levels; for example, if the impact is 5 (catastrophic) and the probability is 3 (medium), the risk score is 15.

Based on the scoring results, the Group classifies risk scores into five levels. Each level corresponds explicitly to a potential scale of financial loss and prescribes corresponding management measures. When a risk score exceeds 15, it is classified as a "Severe Risk." In such cases, the Group immediately convenes the responsible units for a special meeting to formulate specific response measures, which are incorporated into regular tracking and improvement plans. This ensures that critical risks remain within a controllable range, thereby further strengthening the robustness and resilience of corporate operations.

Group Risk Management Matrix

	1 Minor	2 Low	3 Moderate	4 Severe	5 Catastrophic
Very Likely 5	△Medium Risk	△Medium Risk	⚠Severe Risk	⚠Severe Risk	⚠Severe Risk
High 4	○Low Risk	△Medium Risk	△Medium Risk	⚠Severe Risk	⚠Severe Risk
Medium 3	○Low Risk	△Medium Risk	△Medium Risk	△Medium Risk	⚠Severe Risk
Low 2	○Low Risk	○Low Risk	△Medium Risk	△Medium Risk	△Medium Risk
Very Low 1	○Low Risk	○Low Risk	○Low Risk	○Low Risk	△Medium Risk

Risk Audit and Response

For the six key risks identified above, the Group has formulated corresponding risk mitigation and response measures, and manages and tracks them through systematic forms to ensure that all risk response measures are effectively implemented and closed out.

2025 Foxconn Group Mitigation Measures for Core Risks

Risk Type	Meeting Frequency	Risk Description	Mitigation and Response Measures
Compliance Risks	• 15 special meetings • 4 quarterly reports (presented to the Steering Committee and the Board of Directors)	**Sanctions and Tariffs:** Trade policies, export controls, and tariff barriers in major global markets are continuously shifting. Sanctions targeting the high-tech industry, in particular, may impact on the Group's cross-border transactions, supply chain stability, and operational costs.	We hold regular special meetings on trade compliance (typically monthly or postponed to the following month in the event of force majeure). These meetings provide immediate updates on international compliance cases and the latest regulatory developments. Cross-departmental teams—comprising IT, procurement, and business units—collaborate to develop a compliance review system. This system drives real-time, automated compliance screening for all order transaction regions and high-risk entities. Furthermore, we strengthen internal audits and risk early-warning mechanisms to mitigate the impact of sanctions and tariff fluctuations.
Strategic Risks		**Geopolitics and Overseas Expansion:** The unstable global political and economic landscape, geopolitical conflicts, trade wars, and policy shifts in emerging markets may lead to supply chain disruptions, operational hurdles, or increased uncertainty in overseas investments.	To address geopolitical conflicts and unpredictable policy risks, the Group continuously optimizes its overseas production footprint. Beyond China, we are actively expanding our manufacturing bases in regions such as Vietnam, the Czech Republic, Mexico, India, and the United States. This expansion strengthens the resilience of localized supply chains and mitigates the concentration risk of relying on a single region. During overseas expansion, our regional headquarters actively enhance communication and coordination with local governments. We also establish early-warning mechanisms for legal, political, and tax risks to ensure a consistently stable international operational footprint.

To ensure the effective execution of risk management and internal control processes, Foxconn Technology Group has established a multi-tiered, systematic internal and external audit and supervision mechanism. On a quarterly basis, the Group's Central Risk Management Division consolidates the risk inventory results from central units, product business groups, and independent business units, and then presents project progress reports to the Risk Management Steering Committee. The execution results of all risk identification, evaluation, and calibration efforts are reported to the Audit and Risk Committee and the Board of Directors at least once a year for project definition and effectiveness review. This ensures that the Group's risk management mechanism remains closely linked with high-level governance decision-making.

In terms of internal audits, the Group maintains an independent central audit unit responsible for the monthly review of various risk management activities and project progress, and it regularly reports identified issues and improvement recommendations to senior management and the Board of Directors. The internal control and audit process encompasses risk assessment and the formulation of annual audit plans, routine and special audits, e-platform self-assessments and reviews, audit conclusion reports, deficiency tracking, and the reporting of improvement results. This comprehensive process ensures that audit resources are prioritized on high-risk areas while strengthening the self-evaluation capabilities of all units.

In terms of external audits, Foxconn continuously enhances the transparency and compliance of its risk management. In addition to internal audit checks, the Group's risk management processes and disclosures have obtained the ISO 37301 Compliance Management Systems certification. Each year, we commission international professional organizations (such as BSI) to conduct external verification of our management performance. Furthermore, quarterly meetings are held to track progress and promote relevant training, ensuring that our risk management system remains consistently aligned with international standards.

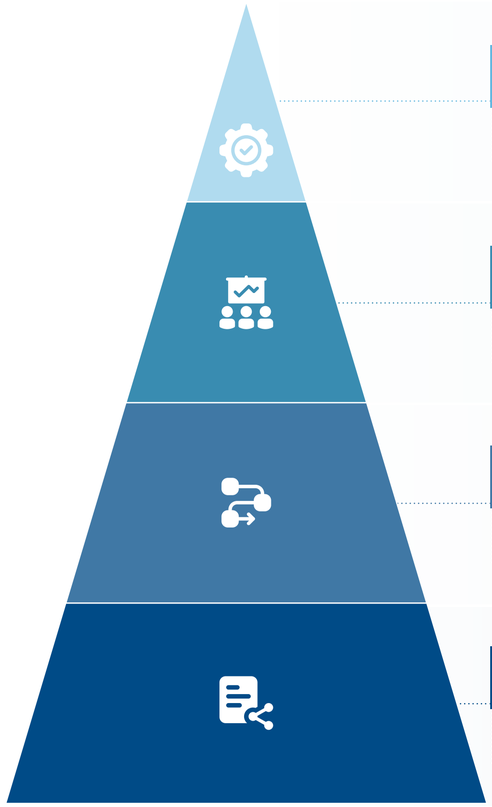


ISO 37301 Compliance Management Systems International Certification Issued by BSI in July 2025

For any internal control deficiencies and anomalies identified during the audit process, the audit unit continuously tracks their improvement progress. The results of these improvements are promptly reported back to the Board of Directors and the management team, serving as a critical basis for evaluating the overall effectiveness of the Group's internal control system. Through comprehensive internal and external audit mechanisms, together with regular reviews, Foxconn continuously strengthens the robustness and transparency of its risk management system, thereby ensuring the long-term stability of corporate operations and full compliance with regulatory requirements.

Risk Culture Building

Foxconn regards "company-wide risk awareness" as the key foundation for implementing its risk management mechanism and strives to embed a risk governance culture into the organization's DNA through top-down promotion. We integrate risk management into daily operations and organizational behavior through the following four practices:



Senior Governance Empowerment

The Group regularly provides dedicated risk management training for all non-executive directors and senior management. In 2025, we focused specifically on issues such as geopolitics in the high-tech industry, strategic export management, and global policy compliance. We hosted multiple specialized courses and leveraged our online learning platform to help the governance level stay abreast of international risk trends and management practices in real time.

Company-wide Awareness Training

In 2025, Foxconn held more than 10 risk management training sessions, with over 1,000 total participants, covering key topics such as global risks, policy compliance, geopolitics, and economic dynamics. Such training not only enhances employees' understanding of risk management principles but also strengthens frontline units' adaptability in the face of uncertainty.

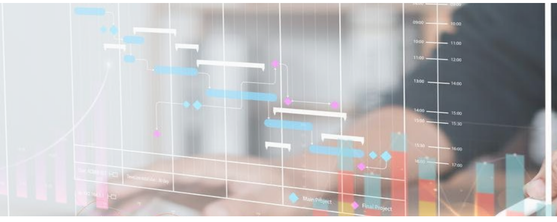
Business Process Integration

The Group actively incorporates risk management standards into its product and service development processes. Based on their business characteristics, each unit formulates and quantifies key risk indicators and thresholds, and conducts real-time monitoring using daily operational data, ensuring that all innovation development and operational decisions account for risk control.

Regional Political and Economic Information Sharing

The Group compiles monthly updates on regional risks and political-economic dynamics and distributes them as a reference for all central and business units. We also consolidate compliance cases and regulatory changes, conducting regular awareness campaigns that serve as reference materials for internal training across all units.

Looking ahead, Foxconn will continue to deepen its risk culture. By integrating risk management effectiveness into the performance appraisal and remuneration mechanisms for senior executives, we will further enhance the consistency between management decisions and the Group's long-term risk appetite. This approach will continuously strengthen our corporate operational resilience and sustainable governance capabilities.

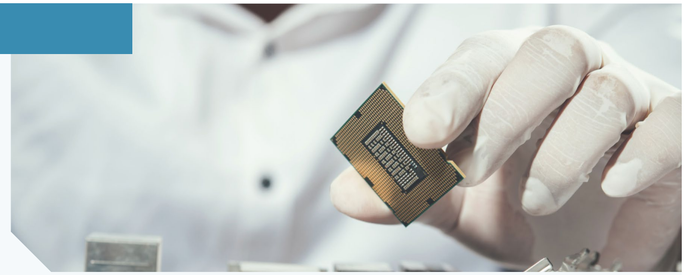




Emerging Risk Identification and Mitigation

In the face of a rapidly changing global political, economic, and technological environment, Foxconn regularly identifies emerging risks that may have a material impact on the Group's operations over the next 3 to 5 years. By proactively planning response measures, we aim to enhance our operational resilience. The following are the top two emerging risks identified by the Group in 2025, along with their corresponding response strategies:

Emerging Risks 1



Rapid Iteration of Key Technologies and Supply Chain Resource Crowding Out Risk

Category: Technological, Economic

Description

As emerging applications like Generative AI drive a rapid surge in demand for computing power, the supply, demand, and cost structures of key components (such as High Bandwidth Memory [HBM] and advanced process chips) are becoming increasingly volatile. The industry faces supply chain imbalances and severe price fluctuations. With the accelerated pace of technological upgrades, an overconcentration of resources in a single technology will reduce the adaptability of production lines and create a resource crowding-out effect on traditional business segments.

Potential Impact

- The price fluctuation curve for key materials has deviated from traditional economic models. Furthermore, there are currently no precise metrics to evaluate the extent of long-term damage to the competitiveness of traditional businesses resulting from resources crowding out.

Mitigation Measures

- Diversified Supply Chain Strategy: Actively expand the diversity of suppliers and regional sourcing for key components to mitigate the risk of disruptions in any single supply chain.
- Dynamic Capital Allocation: Establish a cross-departmental capital allocation review mechanism to prevent the overconcentration of resources in a single technology or product line.
- Technological Flexibility Assessment: Regularly review the technological flexibility of production lines and alternative solutions to ensure the capacity to adjust swiftly during rapid market shifts.
- Key Material Price Early-Warning System: Introduce big data analytics and external industry intelligence to provide early warnings of abnormal price fluctuations in raw materials.

Emerging Risks 2



AI Applications and Global Digital Governance Challenges

Category: Social, Legal

Description

The rapid development of Generative AI technology has far outpaced current legal and ethical regulatory frameworks. While introducing AI can enhance corporate operational efficiency, it also introduces novel risks, such as blurred data privacy boundaries, algorithmic discrimination, and the generation of disinformation. If fabricated information produced by AI is maliciously exploited, it will cause incalculable and irreversible damage to corporate information security, reputation, and brand trust.

Potential Impact

- The resulting legal liabilities, reputational losses, and ethical lawsuits currently lack legal precedents, posing significant potential legal costs and governance challenges for corporate management.

Mitigation Measures

- AI Ethics Governance Framework: Establish a cross-departmental AI risk governance task force to formulate standards for AI transparency, explainability, and accountability.
- Dynamic Tracking of Regulations: Continuously monitor global trends in digital governance and AI regulations, proactively adjusting internal policies to comply with the latest legal requirements.
- Enhancement of Data Privacy and Security: Strengthen data classification, anonymization, and access control, while regularly conducting cybersecurity audits of AI systems.
- Employee and Supplier Training: Promote AI-related ethical and compliance training to elevate company-wide capabilities in identifying and responding to AI risks.
- Crisis Response Contingency Plans: Establish response procedures for AI misuse incidents, including real-time reporting, legal consultation, and mechanisms for brand reputation recovery.

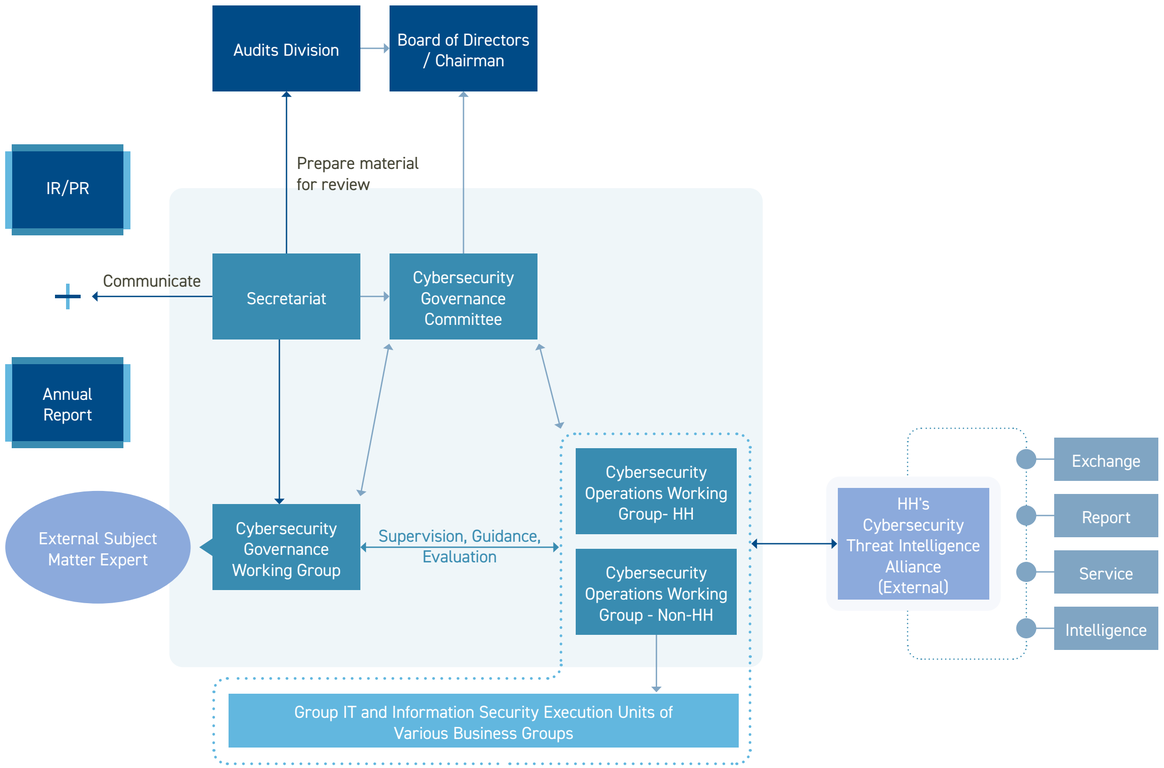
Information Security

Information Security Governance and Policy

Information Security Governance

Foxconn Technology Group regards information security as a critical management priority, essential for sustaining corporate operations and maintaining customer trust. Through systematic risk control mechanisms, the Group continuously safeguards the confidentiality, integrity, and availability of both operational and customer data. Information security management has been fully integrated into the Group's overall operational management and risk governance framework. In response to increasingly severe global cybersecurity threats, the Group has established an information security governance system that is overseen by the Board of Directors and driven by senior management, with regular reviews of related policies, resource allocation, and execution status.

Group Information Security Governance Framework



The Group has designated the Cybersecurity Governance Committee as the supervisory body for information security matters. The Committee's Secretariat regularly reports to the management team on information security governance planning, the Group's cybersecurity strategies, major risk defense guidelines, and resource allocation, thereby ensuring that the direction of information security development stays aligned with corporate operational goals.

To strengthen senior management's oversight and execution of cybersecurity issues, the Group established the Cybersecurity Governance Committee (hereinafter referred to as the Committee) as the highest-level organization for cybersecurity governance and decision-making. The Committee is chaired by the Board Chairman. Its core members include the Group Chief Information Security Officer (CISO), the Secretariat of the Cybersecurity Governance Committee, the Chief Information Officer (CIO), the Director of the Cybersecurity Research Institute at the Foxconn Research Institute, and the top executives of key subsidiaries (FII, FIH, FIT, FVT). Depending on the requirements of specific projects, the top executives of the Group's Finance, Risk Management, Human Resources, Legal, and Audit departments also attend meetings, ensuring that cybersecurity decisions are comprehensive and coordinated across departments.

Following a Board resolution, Dr. Wei-Bin Lee, CEO of the Foxconn Research Institute, was appointed as the Group CISO effective November 2022. In addition, the Cybersecurity Research Institute at the Foxconn Research Institute serves as the Committee's Secretariat. Leveraging the Cybersecurity Research Institute's research capabilities, the Group can promptly grasp international trends in information security governance, risk, and compliance. The CISO and CIO collaborate closely to jointly formulate high-level cybersecurity policies, oversee their implementation, and continuously refine the Group's information security governance and practices.

The Committee is responsible for coordinating the planning of the Group's information security governance structure, policy formulation, and culture promotion, and appointing the personnel responsible for each information security project. To ensure the effective implementation of policies, the Committee has two dedicated working groups under its purview:

- **Cybersecurity Governance Working Group**: Responsible for formulating information security governance strategies and guidelines, as well as developing information security policies and related regulations. This group also conducts regulatory compliance audits to ensure that the Group's operations meet global Information Security legal requirements.
- **Cybersecurity Operations Working Group**: Responsible for establishing and maintaining the Information Security architecture and protective equipment. This group carries out daily Information Security defense, threat monitoring, and risk assessment to ensure the effective operation of all cybersecurity defense mechanisms.

Information Security Policy

The Group continuously strengthens its information security governance to ensure the effective operation and ongoing optimization of its cybersecurity management system. The key focus areas of the information security policy in 2025 are as follows:



Enhancing Information Security Governance and Senior Oversight

Based on the organizational charter of the Cybersecurity Governance Committee (CGC), we clearly define the Committee's responsibilities and operating guidelines. The Committee convenes quarterly to review the Group's information security policies, standards, and mechanisms, and to stay abreast of information security trends and risk issues, thereby elevating senior executives' cybersecurity awareness and response capabilities.

Implementing Consistent Cybersecurity Audits and Internal Controls

In accordance with the ISO/IEC 27001 standard, we conduct annual on-site audits focusing on key control items to enhance the compliance and internal control capabilities of all business groups. Unscheduled document spot checks are conducted after each audit to ensure consistency among documentation, processes, and actual execution.

Refining Incident Grading, Reporting, and Response Mechanisms

With reference to NIST standards and relevant Taiwanese regulations, we have established principles for grading and reporting information security incidents and formulated response guidelines for ransomware events. This clearly delineates roles and responsibilities while strengthening cross-departmental collaboration. In 2025, the Group's Cybersecurity Research Institute conducted 2 educational training sessions and 3 drills to enhance familiarity with incident handling and improve response efficiency.

Elevating Defense Resilience and Resource Allocation Efficiency

We adopted the Open Web Application Security Project (OWASP) Cyber Defense Matrix (CDM) framework to build a visualized defense map. This strengthens our defense measures and resource allocation, thereby enhancing the efficiency of cybersecurity investments and our overall defense resilience.

Strengthening Vulnerability Management and Operational Impact Assessment

We established procedures for investigating and patching IT vulnerabilities, ensuring that technical weaknesses are identified, tracked, and controlled in real time. At the same time, we formulated guidelines for estimating financial losses from information security incidents, helping all units understand the operational impact of these events and optimize decision-making.

Expanding Joint Defense Collaboration

The Group established regional joint cybersecurity defense organizations and holds regular joint defense meetings to deepen internal collaboration and reporting mechanisms. Externally, we continuously maintain our partnerships with TWCERT/CC and the Taiwan Chief Information Security Officer Alliance to stay abreast of threat intelligence. Additionally, a 24/7 cross-timezone joint defense program is being planned to build a round-the-clock cybersecurity monitoring and management system.

Foxconn Technology Group continuously enhances its information security management. It extends the scope of cybersecurity protection across its entire supply chain, encompassing both internal operational environments and the management of external business partners. In addition to its existing systems, the Group continuously adjusts its management focus through regular reviews, internal self-assessments, and cross-unit collaboration, concentrating on the following five major dimensions:



2025 Group Information Security Management Focus Areas

Information Security Governance and Continuous Improvement

- Convenes the Cybersecurity Governance Committeequarterly, with senior management reviewing cybersecurity policies, documentation, and management mechanisms.
- Reviews cross-unit implementation status to ensure consistency with the Group's security principles.
- Tracks cybersecurity trends, regulatory requirements, and major risks to proactively plan response measures.
- Promotes the "Group Information Security Self-Assessment Form" and the annual Group cybersecurity audit to regularly review protection gaps, improvement progress, and the division of responsibilities.
- Continuously plans for cybersecurity insurance to mitigate the financial impact of operational disruptions.
- Implements the Open Web Application Security Project (OWASP) Cyber Defense Matrix (CDM) framework to effectively review the rationality of cybersecurity resource input and allocation, constructing a visualized defense map for the Group in 2025.

Data Integrity and Privacy Protection

- Implements next-generation secure remote access mechanisms to strengthen data security in remote work environments.
- Conducts data labeling management based on confidentiality classification.
- Utilizes encryption technologies, access controls, and platform audit trails to enhance data traceability.
- Deploys email anti-virus and anti-spam mechanisms.
- Dynamically adjusts defense strategies based on the latest malicious email attack methods.

Cybersecurity Threat Monitoring and Incident Response

- Establishes a dual-track cybersecurity defense framework of "proactive monitoring" and "rapid response."
- Monitors malicious actor dynamics and leakage risks in real-time through dark web threat intelligence platforms.
- Implements managed detection and response (MDR) systems for 24/7 monitoring of endpoints and network environments, instantly isolating abnormal assets.
- Establishes Emergency Response Committee (ERC) teams in all business units and executes regular drills.
- Activates the ERC mechanism for major incidents, executing detection, isolation, tracing, recovery, and post-incident retrospective analysis.

Employee Cybersecurity Responsibility and Awareness Enhancement

- Explicitly assigns personal information security responsibilities to all employees, requiring compliance with cybersecurity regulations in daily business operations.
- Integrates cybersecurity compliance into the employee code of conduct and internal awareness mechanisms.
- Regularly conducts cybersecurity awareness training and social engineering prevention drills.
- Executed 51 phishing email testing drills in 2025 and introduced the "Take 9" concept advocated by RSAC San Francisco to strengthen employee awareness, identification, and response capabilities.
- Establishes cybersecurity incident reporting and positive incentive mechanisms to encourage the proactive reporting of potential threats.

Third-Party and Supplier Cybersecurity Management

- During supplier cybersecurity risk assessments, we reference applicable SEMI E187 cybersecurity requirements based on the characteristics of the products, equipment, or services provided by the supplier, thereby strengthening third-party cybersecurity risk management.
- Implements access and compliance management for suppliers, on-site contractors, and external business partners.
- Requires suppliers, business partners, and external personnel to comply with trade secret protection and the Group's cybersecurity regulations through procurement contracts, Vendor Commitment Letters, and non-disclosure agreements (NDAs).
- Requires third-party equipment to undergo cybersecurity assessments and vulnerability scanning before connecting to the internal network, mitigating the risk of external threat infiltration and third-party collaboration.

Information Security Project: Foxconn Global Collaborative Cyber Defense and AI-Enabled Protection

In response to the Group's digital transformation and global operational footprint, Foxconn continued to advance its "Sharing, Collaboration, and Mutual Prosperity" Global Joint Defense Mechanism in 2025. By integrating resources across security monitoring, threat intelligence, incident response, and cross-regional collaboration, the Group is progressively establishing a cybersecurity protection model centered on "continuous monitoring, rapid response, and cross-regional joint defense."

With a zero-trust architecture and multi-layered defenses as its foundation, the Group continues to strengthen identity authentication, endpoint protection, network perimeter security, threat detection, and incident reporting. In parallel, the Group has introduced AI-assisted analysis, threat intelligence sharing, and a cybersecurity awareness platform to enhance capabilities in assessing anomalous events, providing early risk warnings, and enabling employees to identify threats and respond effectively, thereby mitigating the potential impact of cybersecurity incidents on global operations.

Project Highlights

Organization and Resource Deployment

Deployed a dedicated professional cybersecurity team and established the "Foxconn Cybersecurity Intelligence Sharing Alliance" to integrate internal and external intelligence exchange. In addition, the Cybersecurity Research Institute has invested in developing an AI attack lifecycle prediction model.

Zero-Trust Architecture and Multi-Layered Defense

- Network and Perimeter: Deployed next-generation firewalls (NGFW), web application firewalls (WAF), intrusion prevention systems (IPS), and DNS and DDoS protection, and introduced a next-generation secure remote access mechanism.
- Identity and Access: Established a Group-wide single sign-On (SSO) platform and comprehensively implemented multi-factor authentication (MFA) across the Group.
- Endpoint and Data: Applied data labeling and encryption controls based on confidentiality classification and deployed next-Generation anti-virus (NGAV), endpoint detection and response / managed detection and response (EDR/MDR), and network detection and response (NDR).

Proactive Risk and Vulnerability Management

Introduced an attack surface management system and an automated threat intelligence collection system. Implemented the Secure Software Development Life Cycle (SSDLC) to realize a Shift-Left Security approach, alongside conducting regular penetration testing and critical business continuity drills.

Round-the-Clock Monitoring and Reporting Mechanism

Built a centralized cloud-based Security Operations Center (SOC) that integrates system logs into a Security Information and Event Management (SIEM) platform. Through AI monitoring and correlation analysis, early-warning capabilities were strengthened, and standard procedures for incident grading, reporting, and ransomware response were refined.

Deepening Cybersecurity Culture

Introduced a cybersecurity awareness platform offering training courses across diverse scenarios and regularly conducted social engineering drills.

Project Outcomes

100 cybersecurity professionals

Deployed a dedicated professional cybersecurity team, currently comprising 100 cybersecurity professionals. Established the "Foxconn Cybersecurity Intelligence Sharing Alliance" to integrate internal and external intelligence exchange, while the Cybersecurity Research Institute invests in the R&D of an AI attack lifecycle prediction model.

7x24 Security Operations Center (SOC)

A global 24/7 Security Operations Center (SOC) has been successfully established, enabling real-time monitoring across multiple sites worldwide and creating a continuous, comprehensive defense-in-depth network.

100 % Critical Equipment Under Management and Monitoring

Under a phased deployment strategy, current asset monitoring coverage now includes the critical ICT equipment across all global campuses under management and monitoring. We will continue to expand this footprint and remain dedicated to achieving full global asset monitoring coverage.

Outperforming Industry Averages Group's Overall Exposure Level Assessment

- Through AI-driven analysis and threat intelligence sharing mechanisms, threats were successfully disrupted at an early stages of the attack chain, significantly reducing cybersecurity incident response times and enhancing all employees' ability to identify and prevent threats.
- Completed the rollout of a cybersecurity awareness platform, providing employees with multi-scenario and multilingual training courses.

Information Security Management Mechanism

Business Continuity Plan

To enhance operational resilience in the face of unexpected incidents, Foxconn has established a comprehensive business continuity management system. Through Business Impact Analysis (BIA), we inventory and identify critical business functions and formulate tailored Business Continuity Plans (BCPs) based on the Recovery Time Objective (RTO) and Recovery Point Objective (RPO). When major disasters or unexpected incidents disrupt operations, the existing BCP mechanism helps management make rapid decisions. It prioritizes employees' safety and ensures that core systems and critical operations are restored as quickly as possible, minimizing operational impact.

To verify the feasibility and executability of these plans, the Group conducts critical business continuity drills at least once a year. In 2025, the Group completed drilling and testing operations for 320 core systems, with all results meeting the expected standards. Based on drill experiences, we continuously review reporting procedures and response responsibilities, dynamically optimizing the BCP's content.

Group completed drilling and testing operations

320 core systems

Cybersecurity Vulnerability Assessment

The Group has established a comprehensive mechanism for internal and external vulnerability identification to proactively detect potential vulnerabilities and mitigate the associated risks. For internal protection, we introduced a multi-layered vulnerability scanning system that regularly scans IT assets, including operating systems, servers, and network equipment, for vulnerabilities. For external protection, we leverage a third-party cybersecurity risk assessment platform to continuously monitor the Group's global digital assets on a 24/7 basis. In 2025, the Group maintained the highest cybersecurity rating of "A" (Excellent) and remained above the manufacturing industry average; more than 40 major business groups and subsidiary entities within the Group also maintained an "A" rating.

For application security, the Group adheres to the Secure Software Development Life Cycle (SSDLC) guidelines and integrates them into its DevSecOps process to implement a shift-left security approach. This not only shortens security patching times but also uses information dashboards and cybersecurity self-inspection checklists to review the SSDLC implementation status of each project continuously. By integrating GitLab into CI/CD pipelines, the Group has fully scripted and automated source code scanning and vulnerability analysis, reducing the burden of manual testing and the risks of software development.

For identified weaknesses and risk items, the Group requires the relevant responsible units to complete patching, effectiveness verification, and subsequent tracking in accordance with established schedules. This establishes a complete, closed-loop vulnerability management system that continuously mitigates potential cybersecurity threats across systems and application environments.

Cybersecurity Monitoring, Incident Reporting, and Response Mechanism

The Group has established comprehensive standard guidelines for reporting and handling cybersecurity incidents. On the technical side, we have introduced AI-driven automated analysis and collaboration mechanisms to carry out the analysis, investigation, and response processes for cybersecurity incidents. This automatically handles repetitive tasks and connects incident reporting and management mechanisms, reducing average reporting and response times by more than 50%.

When a cybersecurity incident occurs, the involved unit must immediately conduct an initial level assessment and proceed according to the following procedures:



Immediate Reporting

Regardless of the incident level, it must be reported to the Group's IT cybersecurity team within 1 hour of discovering the incident. (Level 1 incidents are exempt from reporting if they have already been intercepted and handled by automated tools, but they must be included in the statistics.

Time-Limited Review

Level 1 or 2 incidents must be reviewed within 8 hours; Level 3 or 4 incidents must be reviewed within 2 hours.

Senior Management Reporting and Response

Level 3 or 4 incidents must be immediately reported to the CISO and CIO. The Secretariat of the Cybersecurity Governance Committee will evaluate whether to establish an Emergency Response Center (ERC) to initiate subsequent handling.

Highest-Level Reporting

If it is determined to be a Level 4 incident, the Secretariat must report it to the Chairman of the Board immediately.

By continuously strengthening multi-layered cybersecurity defense mechanisms, the Group successfully blocks an average of over **230 million** external attack attempts and malicious connections daily.

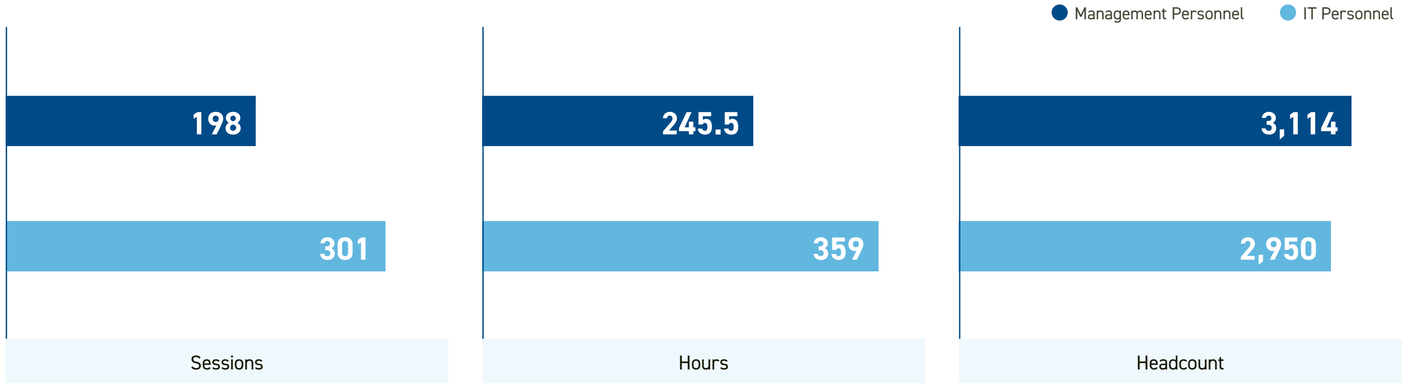


Employee Cybersecurity Awareness Training

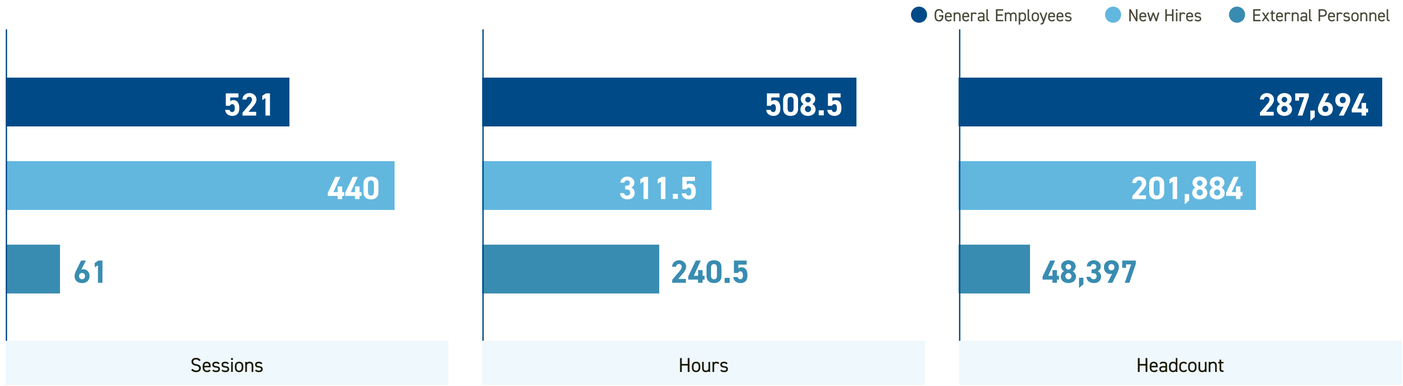
The Group has established a systematic cybersecurity training framework that enhances employee cybersecurity awareness through a tiered learning model, thereby mitigating risks arising from human error. We conduct regular training and awareness -raising activities each year. The courses cover foundational concepts of information security, advanced protection technologies, and the prevention of social engineering attacks. We arrange training topics tailored to different job requirements, enhancing personnel's cybersecurity knowledge and practical capabilities at all levels and roles. In addition to general campaigns, the Group continuously reinforces employees' awareness of identifying and reporting common cybersecurity risks through simulation drills, assessments, and targeted awareness activities.

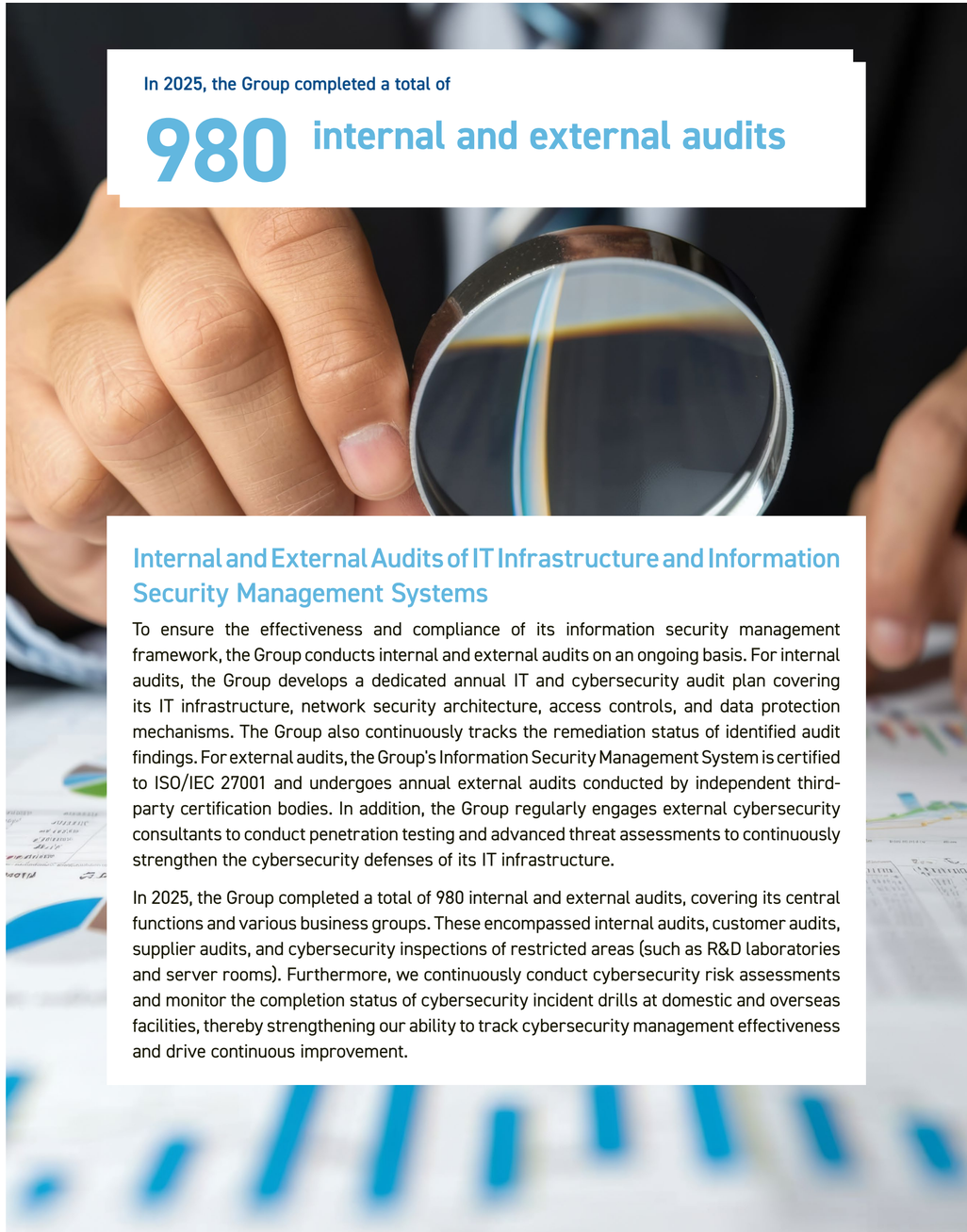
2025 Foxconn Information Security Training

▸ By Management Level



▸ By Employee Type





In 2025, the Group completed a total of

980 internal and external audits

Internal and External Audits of IT Infrastructure and Information Security Management Systems

To ensure the effectiveness and compliance of its information security management framework, the Group conducts internal and external audits on an ongoing basis. For internal audits, the Group develops a dedicated annual IT and cybersecurity audit plan covering its IT infrastructure, network security architecture, access controls, and data protection mechanisms. The Group also continuously tracks the remediation status of identified audit findings. For external audits, the Group's Information Security Management System is certified to ISO/IEC 27001 and undergoes annual external audits conducted by independent third-party certification bodies. In addition, the Group regularly engages external cybersecurity consultants to conduct penetration testing and advanced threat assessments to continuously strengthen the cybersecurity defenses of its IT infrastructure.

In 2025, the Group completed a total of 980 internal and external audits, covering its central functions and various business groups. These encompassed internal audits, customer audits, supplier audits, and cybersecurity inspections of restricted areas (such as R&D laboratories and server rooms). Furthermore, we continuously conduct cybersecurity risk assessments and monitor the completion status of cybersecurity incident drills at domestic and overseas facilities, thereby strengthening our ability to track cybersecurity management effectiveness and drive continuous improvement.

Customer Privacy Protection

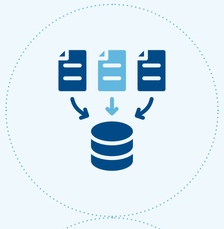
Guided by the principle of respecting and protecting personal privacy, the Group strictly complies with applicable international laws and the laws of the jurisdictions where it operates, and has formulated a comprehensive Hon Hai Technology Group Privacy Policy. This policy applies comprehensively to all of the Group's global operating sites and business activities. It further requires all suppliers, contractors, and third-party business partners to jointly comply with the relevant regulations, thereby promoting consistent privacy protection practices across the entire value chain. Beyond these policy requirements, the Group continuously strengthens each unit's understanding and execution of its privacy protection obligations through internal management processes, access controls, and educational campaigns.

To ensure the effective operation of its privacy protection mechanisms, the Group designated the Sustainability Committee as the dedicated unit for privacy matters in 2025. The Committee is responsible for coordinating the formulation, promotion, and supervision of privacy policies, as well as cross-unit coordination. In parallel, the Group has integrated its privacy policy and management system into its overall Enterprise Risk Management (ERM) and compliance management framework. We regularly identify potential privacy risks within our data processing flows and formulate corresponding mitigation and protection measures. Through regular reviews, internal audits, and improvement tracking, we continuously enhance the compliance and management consistency of our personal data processing procedures.

The Group maintains a zero-tolerance policy toward any conduct that violates privacy rights or personal data protection. If an investigation confirms involvement in an incident that breaches this policy or the relevant regulations, the Group will immediately review and improve its management measures. It will also discipline the personnel involved in accordance with applicable disciplinary regulations and, where necessary, seek compensation or pursue legal action. An employee who violates this policy will face disciplinary action commensurate with the severity of the harm caused, up to and including termination of employment or legal action; a business partner that fails to comply with this policy may have its business relationship with the Group terminated.

To establish a mechanism for continuous supervision and improvement, the Group will progressively build and refine its internal and external audit mechanisms over the short to medium term to verify the implementation level of its privacy policy. This includes incorporating privacy rights into the Group's risk management system and conducting annual risk assessments; having internal Group units conduct annual internal audits of privacy policy compliance; and continuously strengthening the privacy management system by introducing frameworks such as ISO 27001, the Privacy Information Management System. We will also periodically commission independent, professional third-party organizations to conduct external audits and verifications, continuously refining our privacy management practices and safeguarding stakeholder rights.

Foxconn Technology Group places great emphasis on customer privacy and data security. Based on the Privacy Policy, we implement the following customer data protection principles



Transparent Collection and Notification of Use

Before collecting customer information, we clearly notify customers of the nature of the information and its specific purpose, achieving genuine information transparency.



Customer Autonomy and Control

In accordance with the relevant regulations, customers may exercise their rights to opt out, give explicit consent, and request data access, data portability, data correction, and data deletion.



Data Retention Period and Security Protection

Customer information is retained only for the period necessary to fulfill the purpose of collection, after which it is securely destroyed or anonymized in accordance with the law. Throughout the retention period, mechanisms such as encryption technologies and access controls are applied to mitigate the risk of unauthorized access or leakage.



Disclosure and Sharing with Third Parties

Unless otherwise required by law, the Group will not sell, trade, or rent personal information. The Group may disclose personal data to third parties only to fulfill legal obligations, assist public agencies in carrying out their duties in accordance with the law, assert or protect the Group's legal rights, respond to requests from the personal data owner, or act within the necessary scope of the specified purpose.



2

Intelligent Innovation, Resilient Value Chain

Hon Hai Technology Group (Foxconn) upholds "Intelligent Innovation, Resilient Value Chain" as its core strategy, carrying sustainability thinking from front-end R&D to back-end supply chain management, and working hand in hand with value chain partners to build an industrial ecosystem that combines innovation, resilience, and green competitiveness.

- **Global patent portfolio continued to expand**: In 2025, **2,528** new patents were granted, bringing the global cumulative total of valid patents to **25,479**, and Foxconn was recognized as one of Clarivate's "Top 100 Global Innovators" for the **ninth** consecutive year.
- **R&D investment accounted for 1.5% of net revenue**: In 2025, the Group's total R&D investment reached NT**$121.7** billion, accounting for **1.5%** of net revenue; of this, low-carbon technology-related types accounted for **8.3%**, continuing to support the low-carbon transition.
- **Supply chain green electricity transition ahead of schedule**: As of the end of 2025, a cumulative total of **56** suppliers had committed to manufacturing Foxconn products with **100%** renewable energy, exceeding the original target of **45**. In 2025, green electricity usage across the supply chain reached **450** million kWh, resulting in approximately **240,000** tons of CO_2e reduction.
- **Green supply chain development continued to deepen**: The Group continued to collaborate with the IPE (Institute of Public and Environmental Affairs), driving **364** suppliers to report PRTR data in 2025, of which **186** disclosed for the second consecutive year. In the 2025 IPE Green Supply Chain CITI/CATI Index evaluation, the Group ranked first in the electronics industry.
- **Supply chain ESG audit coverage and depth continued to improve**: In 2025, a total of **870** suppliers underwent document reviews and second- and third-party on-site audits—an increase of approximately 80% in coverage scale compared with the **483** suppliers audited in 2024. A total of **14,137** findings were identified, with an overall improvement completion rate of **98%** for the related audit findings.
- **Significant results in advancing supply chain RBA VAP audits**: In 2025, a total of **95** suppliers completed third-party RBA VAP audits, an increase of more than **111%** over the **45** in 2024, exceeding the original annual target of more than **60** ahead of schedule. Over the past three years, the improvement rate for VAP-non-compliant suppliers has remained at **100%**.
- **Conflict minerals management maintained a high level of compliance**: In 2025, due diligence was completed for **2,375** suppliers, with a **100%** response rate; **100%** of the **282** smelters and refiners involved in the supply chain passed third-party RMAP certification.

Material Topics

- Innovation and Business Model Resilience
- Sustainable Supply Chain Management

SDG Alignment



Management Goals

Material Topic	Management Indicator	2025 Goal	2025 Performance	Achievement Status	2030 Long-Term Goal
 Innovation and Business Model Resilience	R&D Investment	• Continue advancing R&D and technological deployment under the "3+3+3" strategy, while maintaining a high level of R&D investment intensity.	• The Group's total R&D investment reached NT$121.7 billion, a 5% increase over 2024.	Achieved	Incorporate AI into sustainability technology innovation goals by 2030.
	AI Innovation	• Continue to expand AI infrastructure and "3+3+3" technology applications, supporting AI as the second growth engine.	• In 2025, the number of newly granted patents reached **2,528**.	Ongoing	Achieve a cumulative **500%** growth in global patent applications.
 Supply Chain Management	Supplier Screening	• Achieve a **100%** Full Material Declaration ratio for specific electronics suppliers on the Supplier ESG Digital Management Platform.	• In 2025, the Full Material Declaration ratio for specific electronics suppliers on the Supplier ESG Digital Management Platform reached **100%**.	Achieved	Launch **100%** sustainability assessments for Tier-1 suppliers to identify carbon hotspots, environmental risks, and more.
	Supplier Audits	• Implement ESG performance evaluations (covering green products, zero waste, labor and human rights, and net-zero carbon) for specific suppliers, raising coverage to **100%**. • Achieve a 90% three-year audit coverage rate for specific mechanical suppliers. • Encourage >60 suppliers to complete third-party RBA VAP audits.	• In 2025, the Group's performance evaluation coverage for electronics and mechanical suppliers was **100%**. • In 2025, the three-year audit coverage rate for specific mechanical suppliers was 97%. • In 2025, the Group drove 95 suppliers to complete third-party RBA VAP audits.	Exceeded	**100%** of key suppliers complete ESG ratings.
	Supplier Environmental Requirements	• The number of key electronics suppliers committed to using 100% renewable electricity to manufacture Foxconn products exceeds 45.	• As of the end of 2025, a cumulative total of **56** suppliers had committed to using 100% green electricity to manufacture Foxconn products.	Exceeded	150 suppliers manufacture Foxconn products with **100%** green electricity.
		• The number of electronics suppliers obtaining Zero Waste to Landfill certification has reached 25.	• In 2025, the number of specific electronics suppliers obtaining Zero Waste to Landfill certification reached 26.	Exceeded	
	Supplier Social Requirements	• The number of labor and human rights audits of electronics and mechanical suppliers reaches 50.	• In 2025, the number of labor and human rights audits of electronics and mechanical suppliers reached 629.	Exceeded	
	Conflict Minerals	• Achieve a **100%** response rate for conflict minerals surveys among specific suppliers, ensuring that no illegal conflict minerals are used.	• In 2025, conflict minerals due diligence was completed for 2,375 suppliers through the system platform, with a **100%** response rate, and no instances of illegal minerals originating from conflict-affected or high-risk areas were found among suppliers that had not passed third-party RMAP certification.	Achieved	Achieve **100% coverage** of conflict minerals surveys among key suppliers.
	Local Procurement Ratio	• Continue to increase the Group's local procurement ratio.	• In 2025, the Group's local procurement ratio was 58%, with local procurement ratios in Taiwan and mainland China exceeding 80%.	Ongoing	Achieve a localized procurement ratio of >80% for equipment-related materials.

Innovation and Business Model Resilience

Overview of Technology Innovation Strategy

In a rapidly shifting global technological and geopolitical-economic environment, Foxconn Technology Group continues to draw on technological innovation as a key foundation for strengthening its business model resilience and underpinning sustainable development. To accelerate its "Foxconn 3.0" transformation strategy, the Group established the Foxconn Research Institute as a key platform to drive technological R&D, forward-looking research, and industrial applications. On this basis, the Group is steadily advancing its shift from a manufacturing-oriented model toward one driven by technology and R&D.

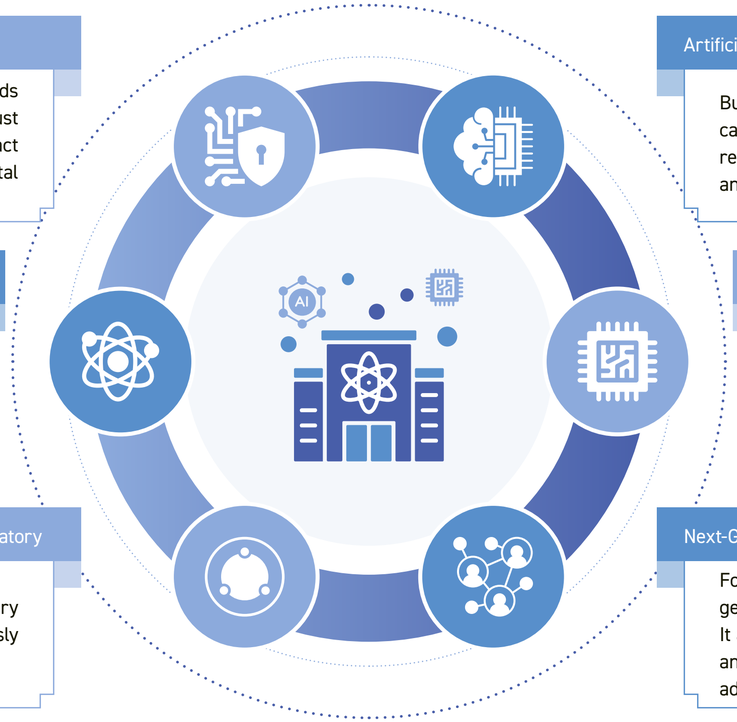
The Foxconn Research Institute centers on the Group's "3+3+3" strategy, which integrates the three major future industries (Electric Vehicles, Digital Health, and Robotics) with the three core technologies (Artificial Intelligence, Semiconductors, and Next-Generation Communication) and applies them across the three major smart platforms (Smart Manufacturing, Smart Electric Vehicles, and Smart Cities). The Institute comprises five research institutes and one forward-looking laboratory under its jurisdiction. Each is staffed with a substantial team of R&D professionals dedicated to forward-looking technological R&D and innovative application development, continuously reinforcing the Group's technological foundation and R&D capacity:

Cybersecurity Research Institute

Dedicated to forward-looking cybersecurity technology R&D, this institute embeds cybersecurity capabilities into the Group's products and strengthens robust cybersecurity governance. This helps the Group effectively mitigate the impact of emerging cyberattacks during the F3.0 transition, foster a trustworthy digital technology environment, and establish a secure corporate image.

Artificial Intelligence Research Institute:

Building on the Group's high-performance computing center and edge computing capabilities, this institute is dedicated to forward-looking AI technology R&D. Its research outcomes are applied to smart manufacturing and industrial upgrading and extended into diverse scenarios to address practical, real-world needs.



Quantum Computing Research Institute

Focusing on quantum algorithms, quantum hardware-software integration, and the development of quantum simulation technology, this institute tackles complex computational problems that are challenging for traditional computers (such as logistics optimization and new material development). It continuously builds the Group's R&D foundation and technological capabilities in the field of forward-looking computing.

Semiconductor Research Institute

Focusing on the forward-looking development and design of nano-electronic components, this institute continuously cultivates high-end manufacturing and design talent. Through targeted technological R&D, it supports the application and development of related industries such as Artificial Intelligence, Next-Generation Communication, and Electric Vehicles.

Ion Trap Quantum Computing Laboratory

Serving as a forward-looking hardware technology R&D platform, this laboratory focuses on developing high-fidelity ion trap qubit technology. It continuously advances Taiwan's technological footprint in quantum computer hardware.

Next-Generation Communication Research Institute

Focusing on the development of core technologies for 5G O-RAN and B5G/6G next-generation networks, this institute integrates AI and semiconductor technologies. It applies its research outcomes to fields such as Electric Vehicles, Digital Health, and Robotics, consistently contributing to broader industrial technological advancement.

Foxconn's commitment to innovation is reflected not only in its technological and commercial strategies but also in tangible societal contributions and talent empowerment within the communities where it operates. By establishing R&D platforms and promoting related initiatives, the Group continues to create positive impacts on both society and the economy, including the creation of local high-end employment opportunities. The establishment of the Foxconn Research Institute helps expand the Group's R&D capacity and increase local high-end R&D positions. By recruiting top-tier R&D talent and building advanced research platforms, the Group offers Taiwanese technology talent opportunities to participate in forward-looking research, thereby promoting the retention and dynamic exchange of high-level professionals.

R&D Investment

Foxconn regards R&D investment as a critical driver of long-term value creation. Through systematic resource allocation, we ensure that technological innovation remains closely aligned with our commercial objectives. In FY2025, the Group's total research and development (R&D) investment reached NTD 121.7 billion, accounting for 1.5% of annual net revenue. In the same year, Foxconn was also named to the "World's 50 Smartest Companies," ranking 33rd—a testament to the results the Group has achieved through its ongoing investment in technological R&D and business model transformation.

Systematic R&D investment, driving technological innovation and business transformation

In 2025, Foxconn continued to strengthen R&D resource allocation to support forward-looking technology deployment and the implementation of the "3+3" strategy

Investment reached

NT$ 121.7 billion

Total R&D investment reached NT$121.7 billion. Through systematic resource allocation, it drives technological innovation and commercial value

R&D Investment Intensity Percentage / Dashboard

1.5 %

R&D investment to annual net revenue ratio, demonstrating the Group's continued focus on R&D as a long-term value investment

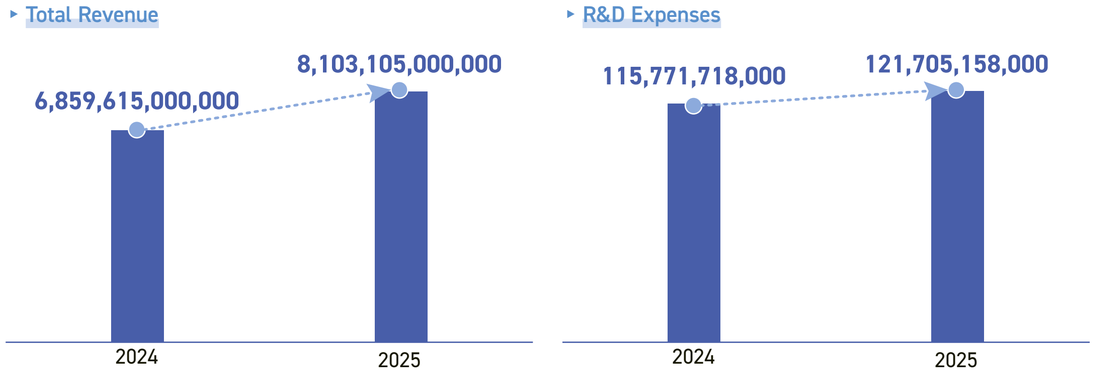
Globally Recognized for Innovation, Named to

World's 50 Smartest Companies

Demonstrating the results of technological R&D and business model transformation

2025 Group R&D Expenses Overview

Unit: NTD





In terms of patent management, the Group pursues a global patent strategy that balances quality and scale, leveraging a high-quality patent portfolio to support technological development, product applications, and operational strategy. In 2025, the number of newly granted patents reached **2,528**.

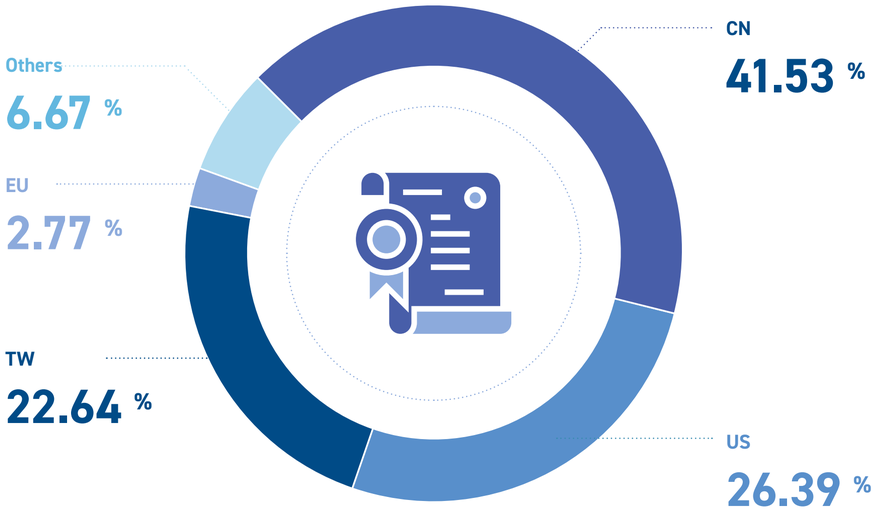
As of the end of 2025, Foxconn Group's cumulative global active patents reached **25,479**. Among these, R&D innovation related to low-carbon technology represents a core strategic direction that the Group continues to advance. This area delivered fruitful patent results in 2025, as detailed in the table below. The Group has also been recognized as a Clarivate "Top 100 Global Innovator" for **9 consecutive years**, demonstrating Foxconn's sustained achievements in R&D investment, patent management, and the development of innovation capabilities.

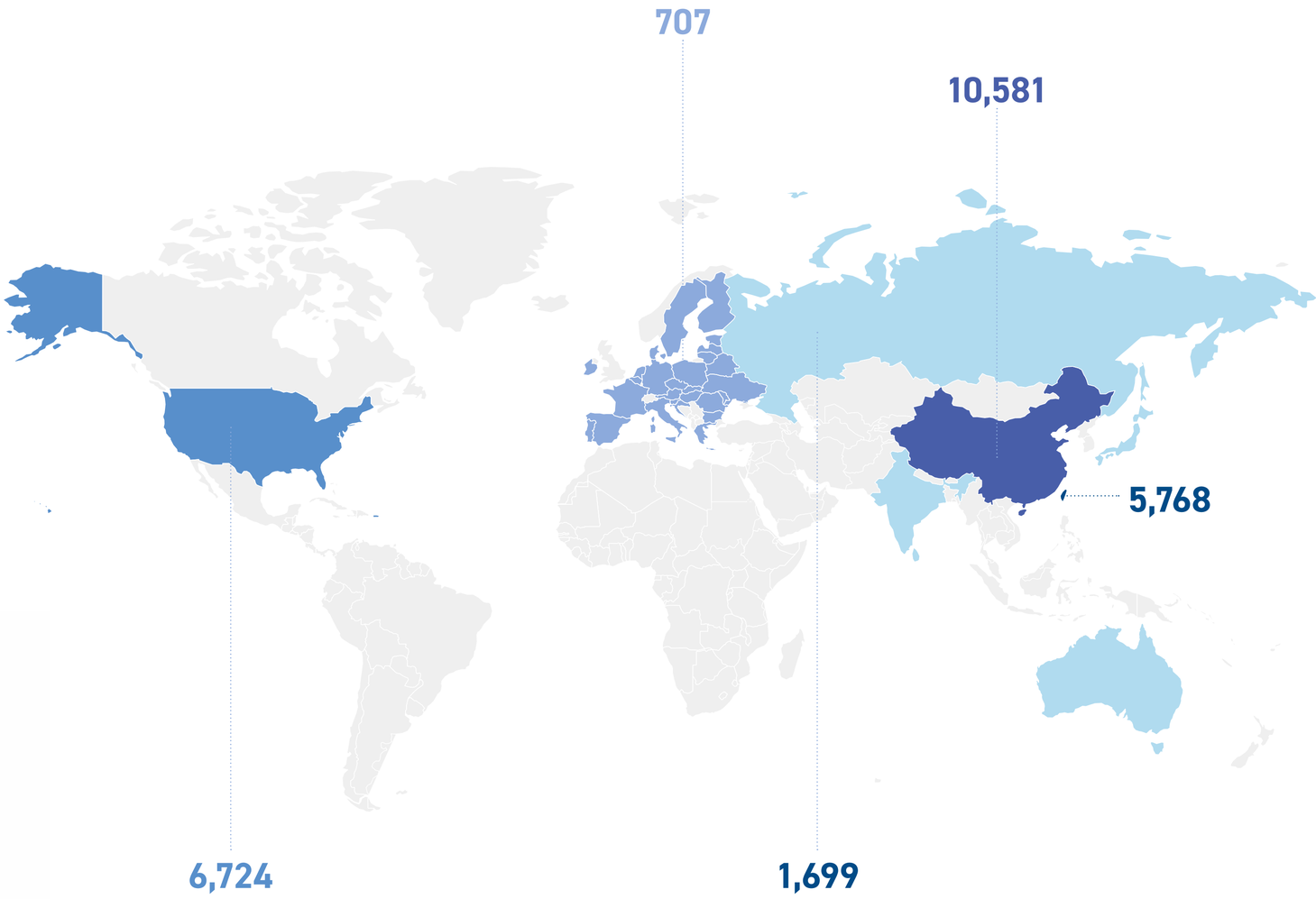
Distribution of Foxconn's Low-Carbon Technology Related Patents by Category

Patent Category	New Patents in 2025	Cumulative Active Patents
Energy Saving and Energy Management	78	1,265
Industrial Automation	70	597
Process/Workflow Optimization	44	617
Pollution Prevention and Environmental Protection	18	245
Total	210	2,724

Note. Due to adjustments in statistical methods, the number of cumulative active patents differs from the figure disclosed last year.

Global Map of Foxconn Group's Patent Distribution





As the patent distribution shows, Foxconn's intellectual property layout centers on core global markets and high-tech industrial hubs. Geographically, our patents are primarily concentrated in significant markets such as the United States, Taiwan, Japan, mainland China, and Europe, supporting the technological footprint and Freedom to Operate (FTO) space of the Group's global supply chain. Technologically, in addition to continuously consolidating our existing Information and Communication Technology (ICT) hardware patents, newly added patents in recent years have gradually expanded into fields aligned with the "3+3+3" strategy. The primary directions of this layout include Electric Vehicle (EV) systems, AI applications, advanced semiconductor processes, and next-generation communication architectures, reflecting the Group's R&D direction of continuously driving technological transformation and expanding into diverse application domains.

Artificial Intelligence Innovation Deployment and Intelligent Operations Empowerment

The Group's AI Honors

Earning Authoritative International Recognition and Establishing Global Innovation Leadership

Leveraging its outstanding artificial intelligence R&D and application capabilities, the Group was successfully included in the Clarivate "Top 100 AI Organizations" list and has consistently maintained its position as a "Top 100 Global Innovator." Within the international AI invention landscape, the Group has also been recognized as a top-tier global "Deployer." This distinguished recognition fully demonstrates that the Group possesses not only abundant innovative energy but also the robust capability to scale AI technology and translate it into tangible industrial impact.

The Group's AI Deployment

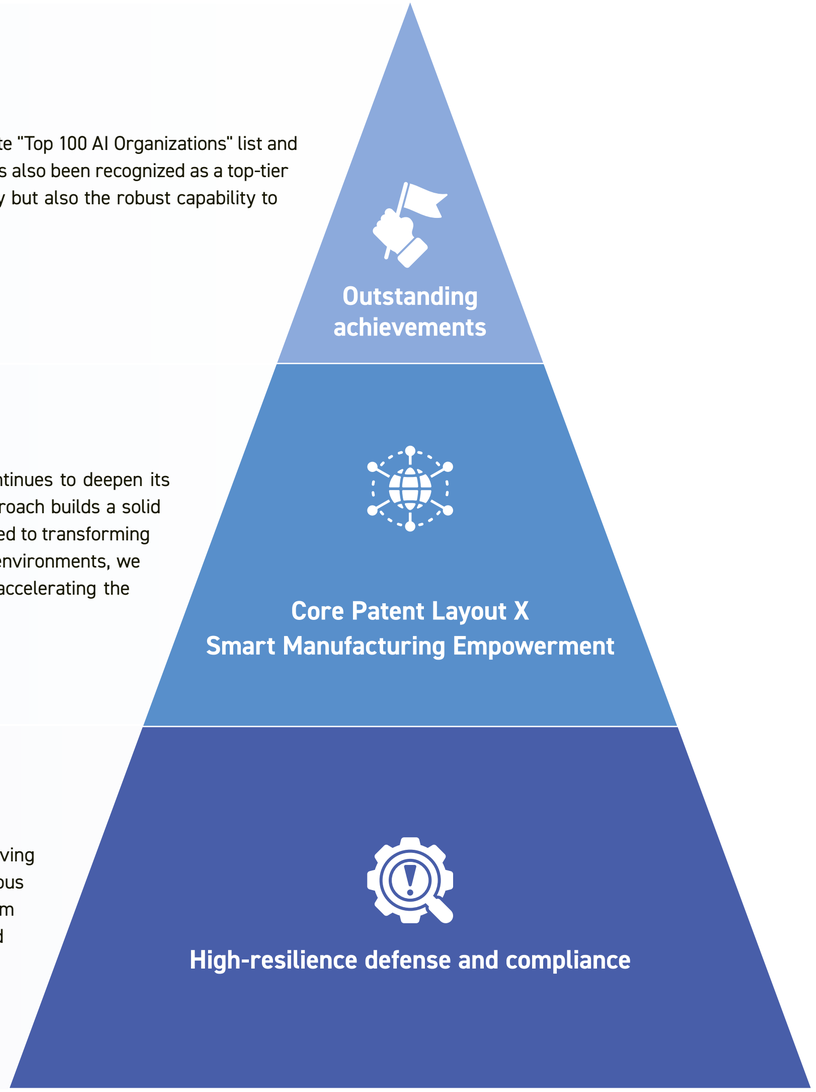
Forward-Looking Patent and IP Strategy, Empowering Operations and Smart Manufacturing Upgrading

Echoing global AI patent trends highlighted by the Intellectual Property Office of the Ministry of Economic Affairs, the Group continues to deepen its high-intensity invention efforts in key fields such as core hardware, machine learning, and system deployment. This proactive approach builds a solid intellectual property moat and a protective technological umbrella. As a pioneer in AI application deployment, the Group is committed to transforming innovative patents into operational advantages across our products, services, and workflows. In capital-intensive manufacturing environments, we have comprehensively introduced smart AI modules, significantly optimized resource allocation and production efficiency while accelerating the sustainable upgrade of smart manufacturing.

The Group's AI Risk Control

Strictly Upholding Technological Security and Explainability, Building a Highly Resilient Defense System

While actively advancing digital innovation, the Group recognizes that the security and explainability of technology are critical to achieving sustainable operations. In response to the large-scale application and deployment of AI technology, we have established a rigorous performance measurement and risk control mechanism. By implementing strict AI governance principles, we ensure that all system deployments maintain a high degree of regulatory compliance. We are committed to creating a trustworthy, secure, transparent, and defensible smart operational system for both the Group's internal operations and our global value-chain partners.

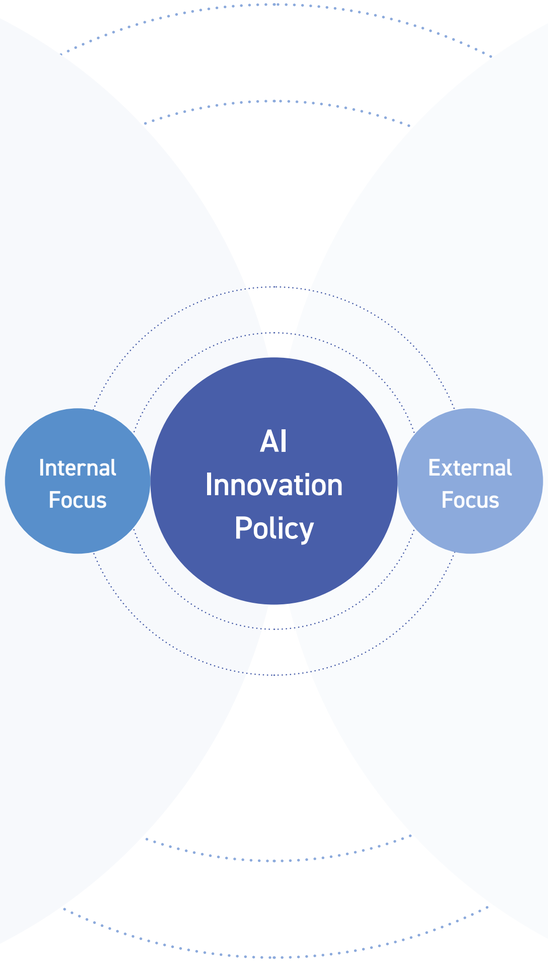


AI Innovation

In response to global trends in artificial intelligence development, Foxconn Technology Group continues to invest in AI-related technologies and infrastructure to drive technological innovation and digital transformation. Internally, the Group deepens its top-down AI strategy to transform its organizational culture and operational models, enabling AI to enhance daily operational efficiency and reinforce the value of our people. Externally, we are building AI infrastructure and an industrial ecosystem, collaborating with partners to co-create sustainable value and empower diverse industries through AI.

Deepening Top-Down AI Strategy Promotion to Facilitate Organizational Culture and Operational Model Transformation

- Senior Management Promotion and Standardized Deployment: Foxconn positions AI as a long-term strategic direction and core capability of the Group. Driven personally by the Chairman, we begin with small-scale pilot programs and, leveraging the Group's discipline and standardization advantages, rapidly replicate and scale mature solutions for global deployment.
- Structural Transformation of Decision-Making Models: Our corporate culture is evolving from a past reliance on personal intuition—an "experience-only" approach—toward a rational decision-making model grounded in "experience + data + AI." We advocate an approach to "advance with nimble yet thoughtful steps, and keep flexibility for timely adjustment and correction," thereby reducing testing costs and controlling risks. In parallel, we are redefining the role of IT, shifting it from mere "functional deployment" to the delivery of "value services."
- Knowledge Inheritance and Core Business Empowerment: Foxconn is committed to transforming expert experience into reusable, long-term corporate intelligence, enabling all employees to "stand on the shoulders of masters" to enhance efficiency. Specific examples include:
  - **AI Intelligent Advisor for Tax and Investment Structures**: Using Retrieval-Augmented Generation (RAG) technology, this system parses the complex tax systems and regulations of various countries. It provides preliminary recommendations on investment structures for up to 1,100 multinational legal entities, saving 83% of the time required for decision preparation and analysis. This transforms finance and tax personnel from mere executors into strategic decision-makers, elevating knowledge from personal experience into corporate intellectual assets.
  - **AI Cybersecurity Brain**: Faced with a complex, heterogeneous environment spanning multiple countries, clouds, and campuses, Foxconn does not rely on standalone, off-the-shelf tools. Instead, we developed an AI Cybersecurity Brain that understands the Group's operational context. It integrates cross-regional signals to enhance the efficiency of risk assessment and the operational resilience of our joint defense. This innovation has shortened average response times from hours to minutes, automatically filtering out over 90% of false positives and noise. Furthermore, it empowers entry-level analysts with expert-level capabilities, enabling them to focus more effectively on addressing genuine threats.

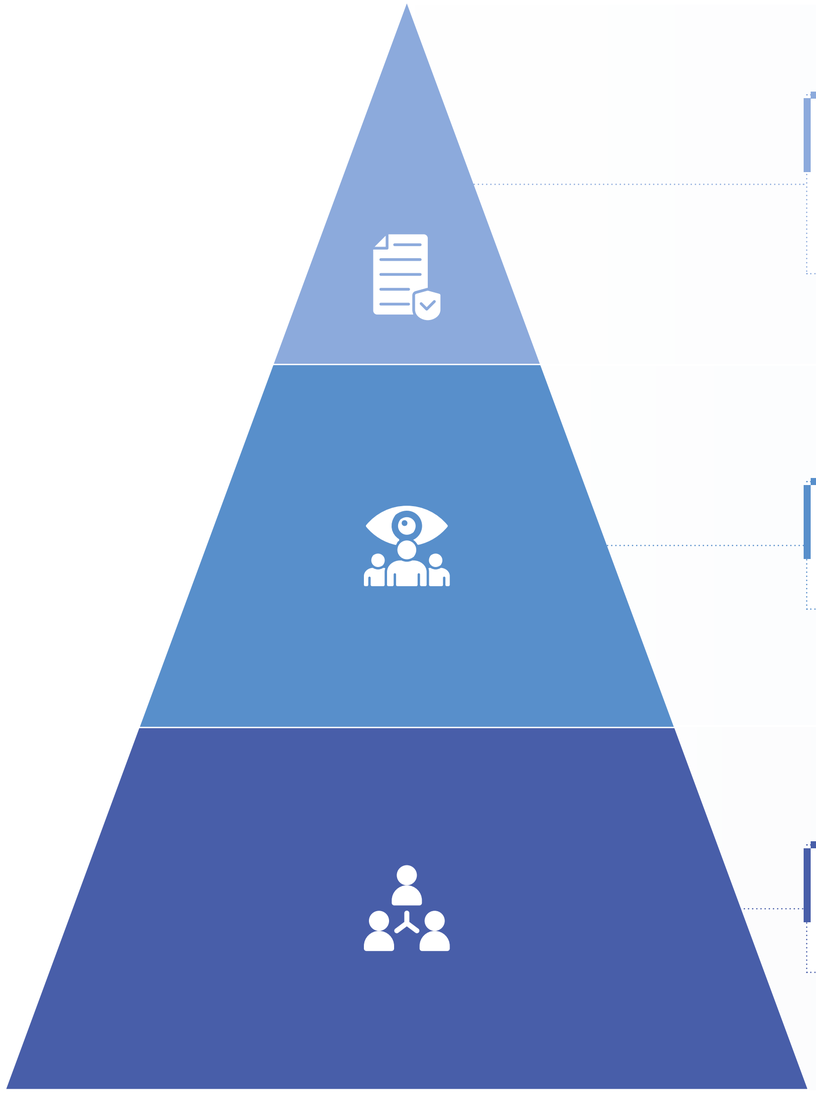


Constructing AI Infrastructure and an Industrial Ecosystem, Collaborating with Partners to Co-create Sustainable Value

- Hardware—From AI Servers to AI Data Centers: We are deeply engaged in the development and mass production of new-generation AI server platforms. We provide comprehensive, vertically integrated solutions—spanning design, key components, modules, and liquid cooling systems through to full system assembly—while continuously extending downstream into AI data center construction services.
- Software and Applications—Large Language Models (LLMs) and AI Systems: We independently develop LLMs and AI systems, focusing on core application scenarios such as smart manufacturing, smart electric vehicles and autonomous driving, and smart health. In parallel, we are establishing a supercomputing center in Taiwan. Acting as a cloud partner, we provide computing power services—from GPU computing power and supply chain integration through to computing power operations and AI model applications—offering end-to-end AI factory solutions. This accelerates the industrial AI transformation process, shortens the distance from computing power to commercial value, and positions the Group as a vital participant in sovereign AI infrastructure.
- Artificial Intelligence Research Institute: As one of the five major institutes under the Foxconn Research Institute, it focuses on technological developments for the next 3 to 7 years, supporting the Group's "3+3+3" industry strategy and F3.0 smart transformation. Two major innovative research highlights include:
  - **ModeSeq (Multi-modal Trajectory Prediction Model)**: This new technology combines multi-modal data—including visual, semantic, and dynamic trajectory information—to accurately predict pedestrian and vehicle behavior, significantly enhancing the safety and stability of autonomous driving systems.
  - **FoxBrain**: The first LLM with high-level reasoning capabilities in the Traditional Chinese domain. Integrating manufacturing know-how, it establishes an AI Agent platform used for anomaly detection and decision-making support on the manufacturing floor. It also serves as the foundational model for Foxconn's three major smart platforms: Smart Manufacturing, Smart Electric Vehicles, and Smart Cities.
- Open Co-creation Mechanism: We leverage the best practices of external strategic partners and organize activities such as AI hackathons to inspire innovation and cultivate an external AI ecosystem culture centered on sharing and co-creation.

Responsible AI Governance

To ensure that AI technology creates value while safeguarding social equity and data privacy, Foxconn is actively developing and refining its AI Management System (AIMS):



Establishment of the Highest Decision-Making and Supervisory Body: Foxconn AI Governance Committee

- We plan to establish an AI Governance Committee, chaired by the Chairman of the Board, with the Chief Information Officer (CIO) serving as the Secretariat. This committee will act as the highest decision-making and supervisory body for internal AI governance.
- Its core objective is to build a trust-based AI Assurance Ecosystem, ensuring that the design, development, deployment, and use of AI systems fully comply with current and potential future international laws, ethical regulations, and the highest standards for trustworthy AI.

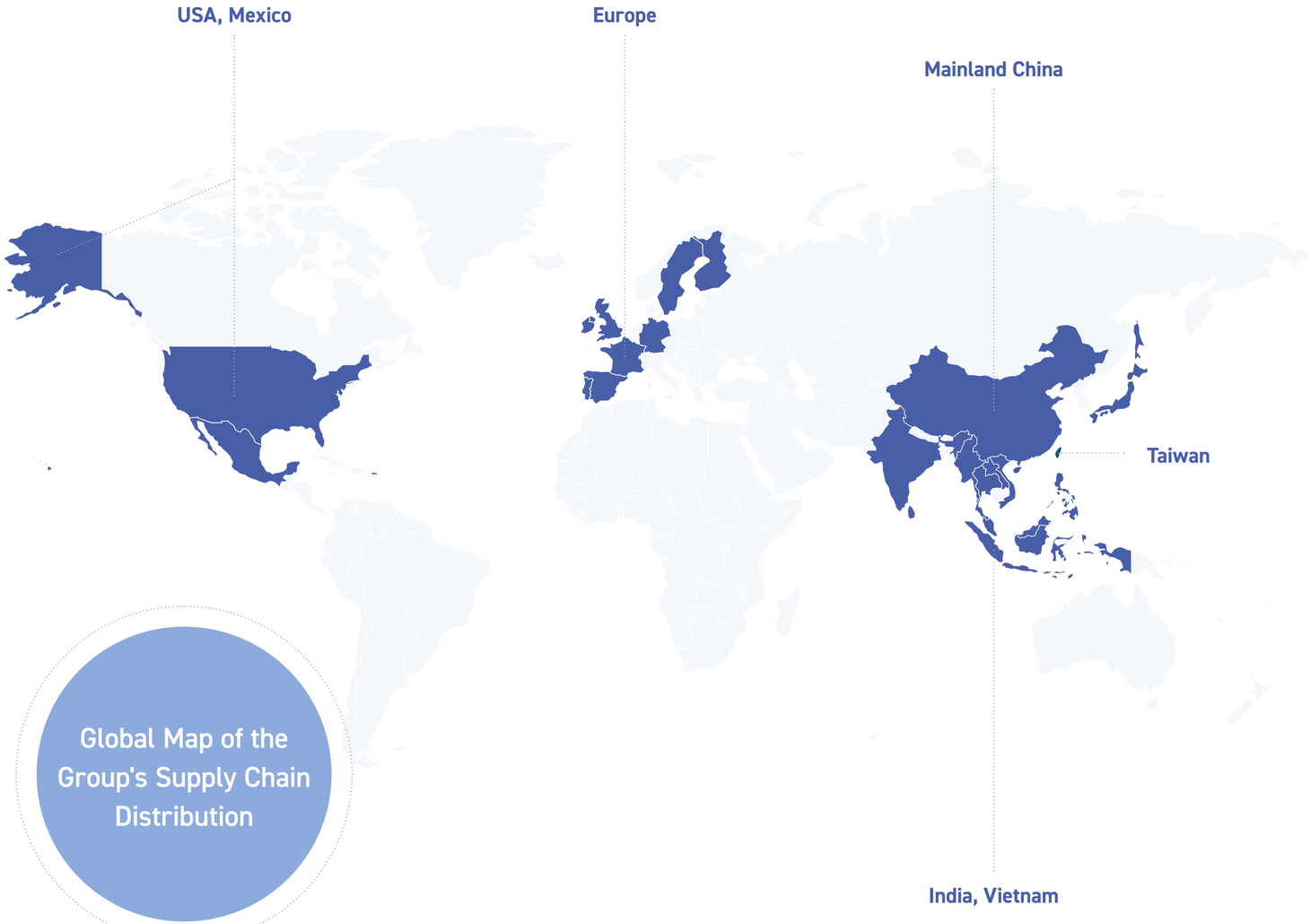
Establishing Three Core Guidance

- **Accountability and Leadership**: By implementing the RACI matrix (Responsible, Accountable, Consulted, Informed), we clearly define the roles and responsibilities of the committee, functional groups, business departments, and technical teams at each stage of the AI lifecycle. The Chairman bears ultimate accountability for the overall effectiveness of the governance.
- **Risk and Robustness**: We enforce a risk management system across the entire AI lifecycle. This includes continuous monitoring for data drift or model failure to ensure that AI operates reliably under expected conditions. It also ensures the ability to identify and mitigate security risks to life, health, property, or the environment.
- **Transparency and Fairness**: The operational mechanisms, decision-making logic, and potential risks of AI systems must remain transparent to users and regulatory bodies within an appropriate scope, ensuring their explainability and interpretability. At the same time, the Group must proactively take measures to identify, assess, and mitigate any harmful bias that may arise during training data selection, model design, and application (Harmful Bias Managed).

Comprehensive Organizational Division of Labor and Supervisory Mechanisms

- **The Committee (AI Governance Committee) will oversee five core functional groups to comprehensively implement governance**: the Strategy and Business Group (assessing ROI and value), the Technology and Data Group (safeguarding architecture and cybersecurity), the Ethics and Human Rights Group (ensuring fairness and ethics), the Compliance and Risk Group (managing legal compliance and risk), and the Oversight and Audit Group (conducting independent auditing, testing, and verification).
- **High-Risk Review and Veto Power**: For high-risk AI projects, the Committee holds the authority to review, provide guidance, and veto. Furthermore, decisions involving high-risk systems require a two-thirds majority.
- **Incident Reporting and Educational Training**: We are establishing a mandatory internal reporting mechanism for serious AI incidents to enable rapid response. Concurrently, all employees involved in the AI lifecycle are required to undergo mandatory training on AI governance, ethics, and compliance, deeply embedding the concept of responsible AI into corporate literacy.

Sustainable Supply Chain Management



Global Map of the Group's Supply Chain Distribution

Foxconn Technology Group has built a global electronics manufacturing services supply chain network that spans key operational regions across Asia (including Taiwan, mainland China, India, and Vietnam), the Americas, and Europe, enabling us to meet the service needs of customers worldwide.

The structural framework of the Group's industrial value chain primarily encompasses three major segments:

Upstream

Component suppliers who provide critical raw materials, electronic components, and mechanical parts.

- **Semiconductor material suppliers**
  Wafers, photoresists, process gases, process chemicals, targets, etc.
- **Electronic component suppliers**
  Active components, passive components, circuit boards, modules, connectors, etc.
- **Mechanical component suppliers**
  Metal raw materials, metal processed parts, plastic processed parts, packaging materials, plastics/paints/chemicals, etc.
- **Staffing service providers**
  Dispatched employees.

Midstream

The Group's professional assembly plants and manufacturing bases are distributed globally, responsible for high-end manufacturing, testing, and system integration.

Downstream

Connects with diverse global brand customers and end-consumer markets.

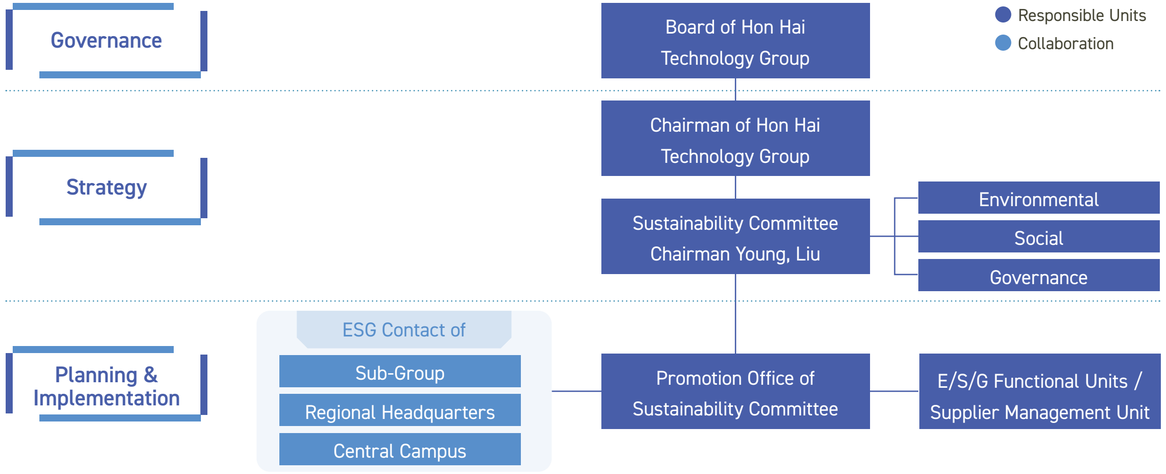
Supplier Governance

Foxconn Technology Group is committed to building a robust supply chain governance system, which serves as a vital foundation for fulfilling our sustainability commitments and strengthening operational resilience. The Board of Directors serves as the highest decision-making body for sustainable supply chain management and, through the Sustainability Committee under its jurisdiction, oversees the implementation of the supplier ESG management mechanism. On an annual basis, the Sustainability Committee reports to the Board on supply chain sustainability performance and future development plans for its review and evaluation. Any material sustainability issues involving the supply chain must be submitted to the Board for deliberation before implementation, ensuring that supply chain strategies remain aligned with the Group's overall operational direction.

To further strengthen sustainable governance, Foxconn established the Sustainability Committee, chaired by Chairman Young Liu, through which the Board of Directors supervises the implementation of supplier ESG management. In terms of target setting and attainment, the Group achieved 100% of its 7 long-term supply chain ESG metrics for 2021–2025. To sustain this momentum, the Group released its "2026–2030 Long-Term Sustainability Goals" in 2026, comprising 34 long-term goals for 2030, of which 3 relate specifically to supplier ESG management. These goals serve as an important basis for advancing sustainable supply chain development, ensuring that all strategies and actions are implemented in an orderly manner and continuously refined.

In terms of execution, the Group manages suppliers for its respective business groups through the "Global Procurement Division" and "Business Group_HH Purchasing – Semiconductor Supply Chain Management." In addition to overseeing supplier selection and management, these units ensure that all procurement activities comply with Environmental, Social, and Governance (ESG) standards and provide professional guidance to the supplier ESG management teams within the business groups. Through measures such as the Supplier ESG Digital Management Platform, revisions to the Supplier Code of Conduct, supplier evaluations, audits, performance assessments, and ESG training for suppliers and procurement personnel, the Group addresses key issues including green products, human rights protection, environmental and social responsibility, conflict minerals management, and net-zero emissions. Through these efforts, we work hand in hand with our supply chain partners to elevate overall sustainability performance.

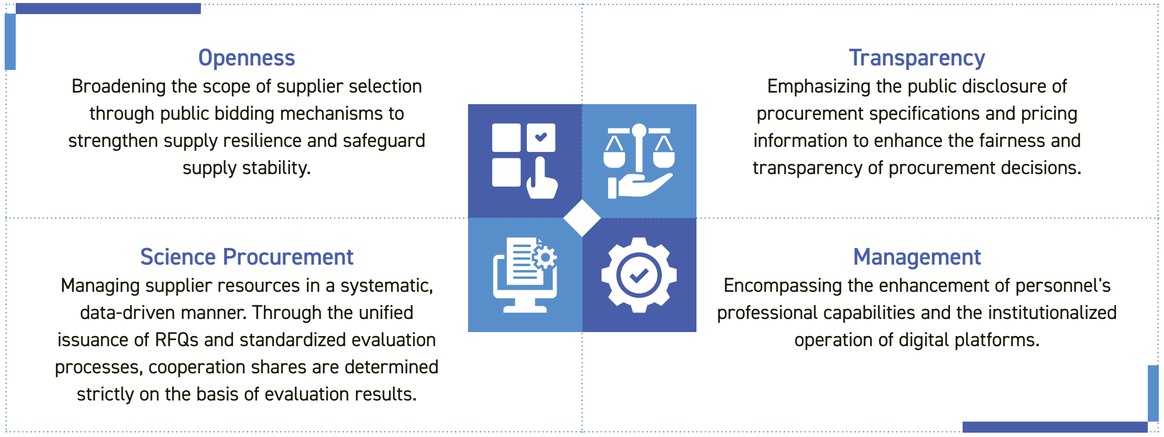
Foxconn Supply Chain Governance Framework



Supply Chain Management Strategy and Framework

Procurement 2.0 Strategy

In 2024, the Group introduced the Procurement 2.0 Strategy, comprehensively upgrading its procurement operating model around the four core principles of "Openness, Transparency, Science Procurement, and Management."



Taking staffing service providers as an example, the management strategy for the Taiwan region in 2025 has gradually shifted from the previous "price and supply capacity orientation" to a model focused on "compliance risk management, supplier quality grading, and sustainable cooperation." By strengthening supplier qualification screening, periodic compliance audits, evaluation and grading, corrective actions, and exit mechanisms, and by linking evaluation results to contract renewals and business volume allocation, the Group continuously optimizes its supplier structure, reduces labor risks, and enhances the efficiency of labor procurement management.

Building a Green Supply Chain

The Group continues to advance the development of a green supply chain in collaboration with the Institute of Public and Environmental Affairs (IPE). Through the Blue Map, we dynamically monitor suppliers' environmental compliance performance across direct, indirect, chemical, and raw material suppliers, while guiding and driving suppliers with environmental violation records to carry out corrective actions and publicly disclose the results.

In 2025, the Group drove 42 non-compliant suppliers to complete GCA (Green Choice Alliance) audit verification and remove their IPE regulatory records. We also guided **11 large suppliers** in establishing supply chain environmental management mechanisms and invited suppliers to participate in **5 training** and empowerment programs organized by the IPE to enhance their environmental management capabilities. At the same time, the Group drove suppliers to disclose Pollutant Release and Transfer Register (PRTR) data—including water consumption and discharge as well as waste generation and transfer volumes—on the IPE platform, requiring year-on-year reductions. In 2025, a total of **364 suppliers** were driven to report PRTR data, of which 186 disclosed for two consecutive years. Through public oversight, compliance monitoring, capability building, and data disclosure, the Group has established a closed-loop green supply chain management system spanning the entire chain, **ranking first in the electronics industry** in the 2025 IPE Green Supply Chain CITI Index.

Supplier Code of Conduct

To guide the value chain toward continuous sustainable development, Foxconn Technology Group draws on international practices to regularly review and update its Supplier Code of Conduct. In 2025, building on our existing management foundation, the Group further strengthened the following requirements:

- **Climate Action and Science-Based Environmental Protection**: Building on our ongoing requirement for suppliers to reduce carbon emissions and waste, we further strengthened the protection of natural capital by explicitly incorporating the "protection of biodiversity, a commitment to zero deforestation, and the implementation of land conservation" into the Code.
- **Social Responsibility and Compliance Governance**: Beyond deepening the protection of labor and human rights, we added requirements on anti-corruption, avoidance of conflicts of interest, and the prohibition of anti-competitive conduct, ensuring that suppliers engage in fair dealing within a compliant framework.
- **Data-Driven Procurement Decision-Making**: We explicitly affirmed that the Group will rely on objective ESG data governance to implement a performance-oriented supplier management mechanism.

For the complete regulations and implementation details of the Foxconn Supplier Social and Environmental Responsibility Code of Conduct, please refer to the Public Policy Document.



Supplier Management Process

To ensure the effective implementation of the Supplier Code of Conduct, the Group has established a full-lifecycle supplier management mechanism that systematically integrates ESG standards into the procurement decision-making process through the following four major phases:

New Supplier Cooperation Assessment

The Group establishes fundamental requirements regarding supplier quality, manufacturing processes, supply chain management, social and environmental responsibility, and green product management. New suppliers must pass audits across these five major dimensions to become qualified suppliers, after which they undergo continuous evaluation and improvement tracking based on an annual audit checklist. Before being added to the Approved Vendor List (AVL), suppliers must sign the "Environmental Protection and Social Responsibility Undertaking" for Suppliers (ESU 2.0), the Master Purchase Agreement (MPA), and the Supplier's Undertaking to ensure compliance with basic sustainability management regulations.

Performance Rating

The Group has established a comprehensive, scientific, quantitative, and transparent ESG rating system. With reference to international standards and ratings such as RoHS, REACH, GHG Protocol, RBA, UL2799, MSCI, and DJBIC, we rate significant suppliers across four key dimensions: "Green Products, Net-Zero Emissions, Zero Waste, and Labor and Human Rights." The objectivity of these ratings is ensured through rigorous data collection and verification, enabling us to construct a supplier ESG capability map that captures the overall strengths and gaps within the supply chain and serves as the basis for differentiated management. For Integrated Circuit (IC) manufacturing suppliers, the Group has newly formulated and published ESG performance evaluation management regulations, requiring these suppliers to complete an annual Sustainability Self-Assessment Questionnaire (SAQ) to further strengthen supply chain sustainability management.

Capability Building and Supplier Development

For suppliers identified as high-risk or lagging in ESG performance during evaluations, the Group proactively initiates on-site audits and project-based guidance; significant suppliers are subject to more intensive, focused management. Based on the severity of the audit findings, suppliers are required to submit and implement improvement plans within a specified timeframe. Concurrently, the Group regularly organizes dedicated training for procurement personnel and relevant internal stakeholders to fortify their critical supervisory role in executing the supplier ESG program.

Rewarding High Performers and Phasing Out Low Performers

The Group explicitly links supplier ESG performance to the allocation of procurement resources. During the supplier selection and contract awarding phases, priority consideration is given to partners with superior ESG performance. If a supplier fails to meet the minimum ESG requirements or complete audit-finding improvements within the stipulated timeframe, the Group will adjust the scope of cooperation accordingly and, if necessary, terminate the partnership to uphold supply chain management standards. Based on annual performance ratings, the Group rewards outstanding suppliers; for underperforming suppliers, it reduces their annual procurement amount, volume, or ratio by 2% to 5% and provides guidance for improvement. Those who fail to cooperate will be placed on the list of underperforming suppliers and subject to restrictions on cooperation.

Supplier Digital Management

Given the vast scale and operational complexity of Foxconn's supply chain, the Group has, since 2022, established the Supplier ESG Digital Management Platform to strengthen ESG management across its supply chain. By 2024, the platform had completed modules including supplier ESG digital rating, dashboards, greenhouse gas inventory, ESG due diligence, training and assessment, product RoHS compliance declaration, and renewable electricity procurement verification. In 2025, we newly completed the Supplier Conflict Minerals Management, Full Material Declaration, and Material Carbon Footprint modules, with the related data to be integrated with the systems of the Group's various ESG-related units. Going forward, we will continue to monitor ESG regulatory and policy developments to expand and upgrade our Supplier ESG Digital Management Platform in response to evolving governance needs. For instance, in 2026, we plan to implement intelligent review features and introduce a new Supplier ESG resource circulation management module.



To enhance information transparency and traceability while improving management efficiency and decision-making quality, the Group progressively strengthens precision supply chain management through digital tools and systematic planning, thereby creating long-term value for the enterprise, society, and the environment. To effectively advance supply chain ESG management, the Group has formulated a three-phase digital sustainable supply chain implementation plan based on its corporate goals and external requirements:

Phase 1-Short-term



2026

Update ESG rating indicators annually, expand online training courses, develop digital empowerment modules on specific ESG topics, and deeply advance the digital transformation of supplier ESG management.

Phase 2-Mid-term



2028

Continuously optimize platform functionalities, provide cloud-based supply chain ESG management services, and accumulate and analyze big data to introduce AI applications. In parallel, comprehensively roll out the platform to all business groups and subsidiaries to strengthen central governance and solidify the foundation for supply chain ESG management services.

Phase 3-Long-term



2030

Elevate external ESG rating performance—including MSCI Responsible Sourcing, DJBIC Supply Chain Management, CDP Supply Chain Engagement, and CITI/CATI rankings—progressively building an industry benchmark for a digital, smart, and sustainable supply chain.

New Supplier Cooperation Assessment

To bring sustainability management requirements forward to the supplier admission stage, the Group continues to strengthen its mechanisms for the sustainable screening and contract management of new suppliers. In 2024, the Group completed the revision of the "Environmental Protection and Social Responsibility Undertaking" for Suppliers (ESU 2.0), incorporating the latest international requirements for sustainable supply chains into the new contract clauses to serve as the fundamental norms for supplier cooperation. To help suppliers fully understand and implement the core requirements of ESU 2.0, the Group comprehensively rolled out interpretation training courses in 2025 and drove suppliers to complete the signing of the new undertaking. As of the end of 2025, **1,492 suppliers** had completed ESU 2.0 sign-ups, and we aim to achieve a signing rate of at least **85%** in 2026.

At the same time, through document reviews and on-site or online audits, the Group assesses whether new suppliers meet sustainable admission criteria across the environmental, social, and governance dimensions. Only those whose comprehensive scores meet the required standard may be included in the Approved Vendor List (AVL). In 2025, a total of **203 new suppliers** passed the sustainability screening criteria, laying the foundation for subsequent supply chain tiered management and the screening of significant suppliers.

2025 Group New Supplier Sustainability Screening Criteria

Dimension	Item	Detailed Requirement
E	Environmental Management Compliance	No environmental violations in the past three years, or violations are rectified (no environmental regulatory records on the IPE platform).
	Environmental Approval Documents and Licenses	Legally obtain Environmental Impact Assessment (EIA) feedback, approval documents, and discharge permits from government environmental protection departments.
	Waste Compliance	Hand over hazardous waste to qualified service vendors for disposal.
	Greenhouse Gases (GHG)	Suppliers with annual carbon emissions exceeding 3,000 tons must conduct greenhouse gas inventories in accordance with ISO 14064.
	System Certification	Establish an environmental management system in accordance with the ISO 14001 standard.
S	Conflict Minerals	Submit a qualified conflict minerals due diligence report.
	Wage Payment	Pay wages and overtime pay to employees in accordance with the law.
	Social Insurance	Purchase social insurance for all employees in accordance with the law.
	Working Hours	Employee working hours comply with the RBA Code of Conduct regulations.
	System Certification	Establish an occupational health and safety management system in accordance with the ISO 45001 standard.
G	Ethics	Establish ethical policies and procedures.
	Audit and Corrective Action	Accept audits and improve audit findings on schedule.
	Financial Statements	Provide balance sheets, income statements, and cash flow statements.
	Supply Chain Management	Communicate Foxconn's requirements to upstream suppliers and supervise their implementation.

Supplier Sustainability Performance Evaluation

Significant Supplier Screening Principles

To enhance supply chain management efficiency and appropriately allocate guidance resources, Foxconn has established its Significant Supplier Screening Principles with reference to the Dow Jones Best-in-Class Indices (DJBIC). Beyond procurement amount, the screening comprehensively considers four major dimensions spanning ESG performance and business relevance, and further overlays three overarching risk assessments to identify the supply chain partners requiring prioritized management.

Across these four core evaluation dimensions, the Group systematically reviews suppliers' overall performance. The Environmental dimension focuses on greenhouse gas reduction, circular waste management, and compliance with environmental regulations. The Social dimension focuses on labor and human rights, the establishment of safe occupational health and safety environments, and hazardous substance management. The Governance dimension emphasizes business continuity management and ethical corporate management. The Business dimension evaluates the share of procurement amount, supplier scale, and the substitutability of key components in order to gauge the extent of a supplier's impact on the Group's operations.

To further strengthen risk management, the Group cross-evaluates the four major dimensions with three specific risk categories—country-specific, industry-specific, and product-specific—to proactively identify potential risks and elevate supply chain resilience.

Country-Specific Risk

Continuously monitor whether supplier production sites are located in regions with geopolitical conflicts or other high-risk areas.

Sector-Specific Risk

Dynamically review whether overall market capacity poses a risk of supply disruption due to competition or resource concentration.

Commodity-Specific Risk

Conduct project-based assessments targeting human rights issues in labor-intensive industries, as well as environmental regulatory and waste management challenges associated with highly polluting manufacturing processes.

In FY2025, 100% of new suppliers participated in the screening mechanism described above. Through this mechanism, **a total of 365 significant suppliers** (including **341 Tier 1 and 24 Tier 2**) were identified during the year. Among them, procurement from Tier 1 significant suppliers accounted for more than 80% of the Group's total procurement amount, indicating that the Group has concentrated its primary procurement resources and sustainability management focus on key partners.

2021–2025 Long-Term Supply Chain ESG Metrics
100 % Achieved

Report of PRTR Data
364 Suppliers

Disclosure of PRTR Data for Two Consecutive Years
186 Suppliers

IPE Non-Compliance Corrective Actions Completion
42 Suppliers

Succeeded Promotion of Upstream Supply Chain Environmental Management Implementation
11 Large Suppliers

ESU 2.0 Signature
1,492 Suppliers

New Suppliers Passing our Sustainability Screening in 2025
203 Suppliers

Significant Suppliers
365

Procurement from Tier 1 Significant Suppliers
Over **80** %

Suppliers Audited
870

Significant Suppliers Audited
300

Audit Findings Identified
14,137

Audit Coverage Increased
by Approximately **80** %

Improvement Completion Rate
98 %

Supplier ESG Performance Rating

Since 2022, Foxconn has implemented comprehensive ESG performance evaluations for its major suppliers. With reference to international standards and customer requirements, we have built an evaluation system encompassing four core dimensions: Net-Zero Emissions, Zero Waste, Green Products, and Labor and Human Rights.

Supplier ESG Performance Evaluation Indicators

Reference Standards

DJBIC	MSCI ESG	IPE CITI / CATI	RBA
Customer SR Standards	QC 080000	ISO 14064	UL 2799

Net-zero Emissions	Carbon management mechanisms	Carbon emissions disclosure	Carbon reduction promotion
	Net-Zero Actions	Extended Producer Responsibility	Contractual Requirements and Training
Zero Waste	Management Mechanism	Environmental Compliance	Recycling
	Recycled Materials	Zero Waste to Landfill	Contractual Requirements and Training
Green Products	System management	Testing management	Process management
	Declaration management	Upstream management	Contractual Requirements and Training
Labor and Human Rights	Management Mechanism	Third-Party Audit	Labor management practices
	Employee health and safety	Responsible mineral sourcing	Contractual Requirements and Training

Supplier Audits and Improvement Measures

For suppliers identified as high-risk or lagging in ESG performance during evaluations and projects, the Group promptly initiates dedicated audit and guidance mechanisms. Based on the audit results, suppliers are required to propose specific corrective actions and time-bound improvement plans commensurate with the severity of the findings, and to implement the corresponding improvements. To enhance the effectiveness of these efforts, Foxconn also provides targeted guidance and requirements addressing common sustainability findings identified during audits, spanning dimensions such as ethical corporate management and business continuity, energy conservation, carbon reduction and climate action, human rights and labor rights protection, occupational health and safety, and sustainable supply chain resilience.

In 2025, the Group conducted a total of 103 labor and human rights-related audits on labor dispatch (staffing) suppliers in mainland China. For example, we conducted 31 targeted audits of 26 staffing service providers at the Shenzhen campus. The primary findings included incomplete legal enrollment in social insurance, non-compliant dormitory arrangements, irregular fee collection and reimbursement practices, and non-compliant recruitment advertising. Based on these findings, the Group required suppliers to complete rectifications within a specified timeframe and incorporated them into an institutionalized management mechanism for continuous tracking. As of the end of 2025, the overall improvement completion rate for these findings reached 98%. Going forward, we will continue to supervise suppliers as they fully implement their rectifications, steadily advancing toward the goal of 100% completion.

In 2025, through a combination of document reviews, second-party on-site audits, and third-party on-site audits, the Group audited a total of 870 raw material suppliers (including 300 significant suppliers), identifying 14,137 findings. Compared with the 483 suppliers audited in 2024, this represents an approximate 80% increase in audit coverage. Following the assessment, a final total of 158 non-compliant suppliers (including 10 significant suppliers) were found to involve material actual or potential negative impacts, all of which completed their improvement plans in accordance with our guidance. Following the assessment, there were no cases of terminated partnerships due to failure to cooperate with improvements.

2025 Supplier ESG Audit and Evaluation Results

Supplier Audit Items	Number of Audited Suppliers	Pass Rate
QPA & QSA & SCM (Involves ISO 9000、IATF 16949)	870	95%
GP (Involves QC 080000、RoHS、REACH)	599	94%
SER & GHG (Involves RBA、ISO 14001、ISO 45001、ISO 14064、ISO 50001)	629	83%

Note 1 QPA：Commodity Quality Process Assessment
Note 2 QSA：Quality System Assessment
Note 3 SCM：Supply Chain Management Assessment
Note 4 GP： Green Product Assessment
Note 5 SER：Social and Environmental Responsibility Assessment
Note 6 GHG：Greenhouse Gas Assessment

Group Supplier Improvement Timeline Requirements

Supplier Category	Suppliers with priority issues	Suppliers with major findings	Suppliers with minor findings
Improvement Deadline	Within 1 month	Within 3 months	Within 6 months

If a supplier fails to complete the improvement plan within the stipulated timeframe, the Group will place them on the list of underperforming suppliers. For suppliers whose performance falls short of standards and are placed under management for improvement, the Group will, based on evaluation results, reduce their annual procurement amount, volume, or cooperation share by 2% to 5%, while simultaneously providing guidance and resources for improvement. For those who fail to proactively participate in the improvement process, the Group will impose restrictions on their cooperation to maintain the sustainable competitiveness of the supply chain.

Supplier Risk Management

Environmental Dimension: Supplier Greenhouse Gas Inventory and Renewable Electricity Promotion Project

Foxconn Technology Group is committed to strengthening the climate resilience of its supply chain and actively supporting the Group's Scope 3 carbon reduction pathway. To this end, we continuously advance supply chain environmental audits and low-carbon transition projects. The core objective is to establish an accurate and transparent baseline for supply chain greenhouse gas (GHG) emissions, while helping small and medium-sized enterprise (SME) suppliers overcome the specialized technical barriers they encounter during the GHG inventory process. Structural analysis of these inventories shows that over 90% of suppliers' carbon emissions originate from purchased electricity. Accordingly, the Group has prioritized the adoption of renewable electricity to reduce electricity-related carbon emissions at the source, comprehensively enhancing the consistency and completeness of supply chain carbon management. For further details on Foxconn's actions regarding supplier GHG emissions, low-carbon initiatives, and environmental impact management, please refer to Chapter 3 of the 2025 Supplier Responsibility Report, "Environmental and Climate-related Practices."

In terms of specific execution, the Group adopts a multi-pronged approach encompassing digital empowerment, standard-setting, and renewable electricity initiatives. First, we continuously optimize the "Supplier Carbon Management System," launched in 2008, which requires key raw material suppliers to disclose their GHG emissions data annually and to upload supporting documents, including ISO 14064 verification statements, GHG inventories, inventory reports, and renewable electricity certificates. These documents are then reviewed by system administrators to ensure data authenticity. The system also features a built-in, authoritative industry carbon emissions database that proactively assists SMEs in identifying emission sources and automatically calculating annual GHG emissions. In the energy-intensive semiconductor supply chain, the Group launched a dedicated GHG inventory program in 2025, prioritizing critical material suppliers that have already obtained ISO 14064-1 certification. In addition, we newly formulated the Greenhouse Gas Management Regulations for the Semiconductor Supply Chain to standardize carbon management across key materials, including Integrated Circuit (IC) manufacturing.

In the context of the energy transition, the Group has required key suppliers to sign the Renewable Energy Agreement in phases since 2022, encouraging them to install solar power generation systems or procure renewable electricity. To ensure the authenticity and traceability of renewable electricity usage, the Group further requires suppliers to sign the Renewable Energy Declaration. This explicitly mandates that the procured renewable electricity be 100% dedicated to producing Foxconn products, thereby eliminating any double-counting.

Through the systematic management and initiatives mentioned above, the Group achieved significant quantitative results in supply chain GHG inventories and renewable electricity adoption in 2025:

Achieving Target GHG Inventory Coverage

In 2025, we successfully prompted **300** key raw material suppliers (electronic and mechanical categories) to complete their GHG inventories for the previous year. This scope covers critical supply chains accounting for more than **80%** of the Group's total procurement amount, and through carbon reduction measures and the adoption of green power, a cumulative carbon reduction of **1.45 million metric tons of CO2e** has been achieved. Regarding the semiconductor supply chain, we expect to comprehensively roll out carbon data inventories for critical materials in 2026, achieving **100% digital integration** with a planned supplier response rate of **over 80%**.

Outstanding Carbon Reduction Results from Renewable Electricity

In 2025, a total of **56 suppliers** completed the signing of renewable energy agreements and Renewable Energy Declarations. The annual renewable electricity consumption within the supply chain reached **450 million kWh**, resulting in tangible carbon-reduction benefits of approximately **240,000 tons of CO_2e**.

Long-Term Renewable Electricity Transition Commitment

The Group plans to add **22 more suppliers** in 2026, driving a cumulative total of **78 suppliers** to complete the signing. Furthermore, we have set a long-term goal of achieving **150 suppliers utilizing 100% renewable electricity to produce Foxconn products** by 2030.

Complete carbon inventory
300 suppliers

Coverage of purchase amount
over **80 %**

Fulfilling Green Electricity Commitments and Declarations
56 suppliers

Green electricity
450 million kWh

Green electricity carbon reduction benefits
240,000 tons of CO_2e

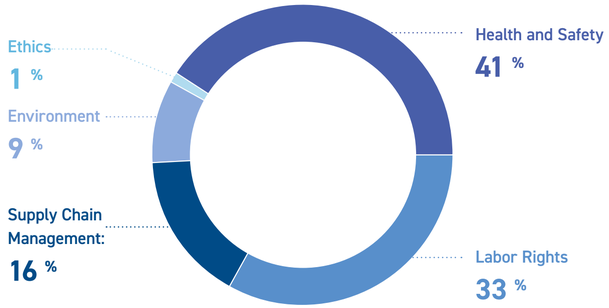
Foxconn aims to use 100% green electricity by 2030.
(Foxconn product manufacturer)
150 suppliers

Social Dimension: Supplier Social and Environmental Responsibility (SER) Audits

To ensure that audit standards align with international norms, Foxconn continues to deepen its "Supplier RBA VAP Audit Project." Through this project, the Group conducts on-site inspections of suppliers across five core dimensions: Labor and Human Rights, Health and Safety, Environment, Ethics, and Supply Chain Management. For further details on Foxconn's actions regarding the protection of supplier employee human rights and supply chain human rights due diligence, please refer to Chapter 2 of the 2025 Supplier Responsibility Report, "Promoting the Implementation of Human Rights Values."

In 2025, we completed Social and Environmental Responsibility (SER) audits for a total of 629 suppliers, identifying 3,751 findings. No zero-tolerance findings, such as the use of child labor or forced labor, were identified. The distribution of the audit findings was as follows: Health and Safety 41%, Labor 33%, Supply Chain Management 16%, Environment 9%, and Ethics 1%.

Supply Chain SER Audit Results



Supplier Social and Environmental Responsibility Audit Results



Social and Environmental Responsibility (SER) audits
629 suppliers

Deficiencies
3,751

No zero-tolerance findings
0

Improvement Rate
82 %

Regarding the audit findings identified during the SER audits, the Group continuously follows up and assists suppliers with their improvements. As of April 10, 2026, we have guided suppliers to successfully complete the remediation of 3,075 findings, achieving an improvement rate of 82%. We will continue to drive suppliers to finalize their improvements, aiming to achieve a 100% improvement rate. For the action plans addressing the top five finding items, please refer to the Table of SER Audit Supplier Improvement Plans.

SER Audit Supplier Improvement Plans

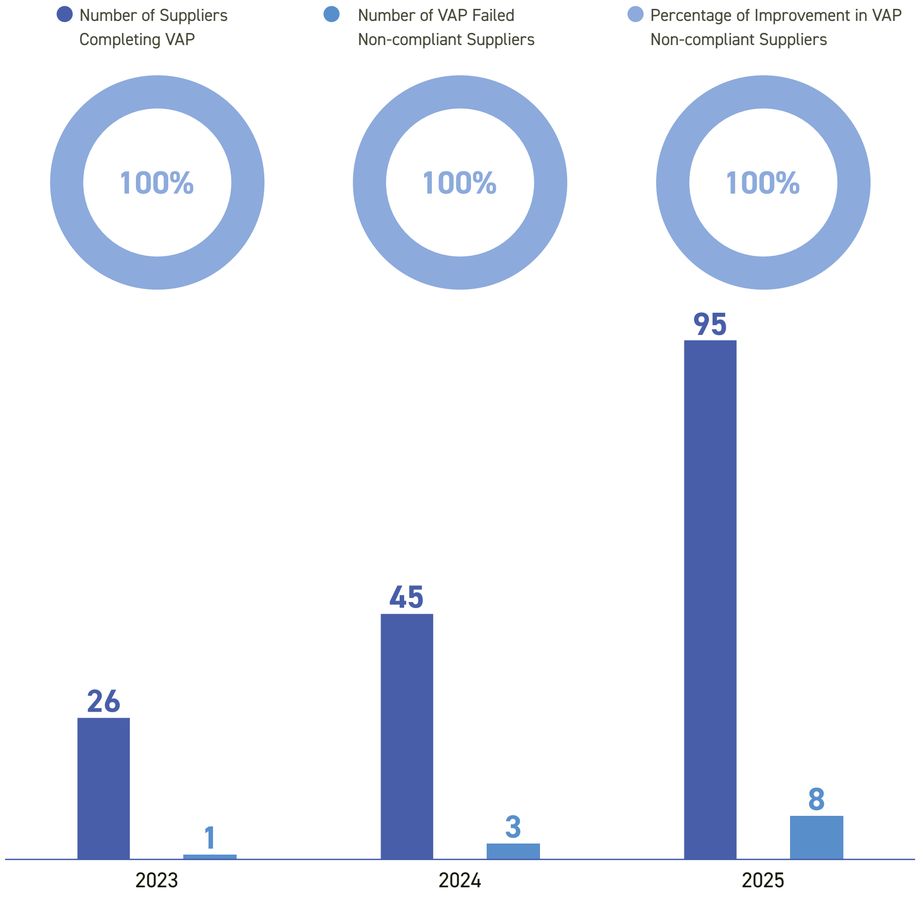
Classification of audit findings	Major audit findings found	CAPs (Corrective Action Plans)
Working Hours	Weekly working hours exceed 60 hours	Recruit more employees to enhance production capacity
	Working continuously for 7 or more days	Implement automation to reduce manual operations
	No overtime control mechanism	Establish working hour alerts and improve overtime approval
Emergency Preparedness	Fire safety equipment are inadequately maintained	Commission a professional organization for the regular maintenance, servicing, and inspection of fire safety facilities
	Not all personnel have participated in the fire evacuation drill	Develop a fire evacuation drill plan and organize regular drills for all company employees
Supplier Responsibility	Failure to communicate RBA requirements to upstream suppliers	Formulate the RBA Commitment Letter and promote the signing thereof by suppliers
	Audit scope did not cover the RBA Code of Conduct	CSR clauses have been added to the audit checklist, and RBA audits are conducted on suppliers with requirements for improvement
Occupational Injuries and Illness	The factory has no first aid personnel	Arrange for employees to learn first aid knowledge and obtain a first aid certificate
	The management of the first aid kit is not standardized	The first aid kit is managed by a designated person and is checked regularly
Occupational Health and Safety	Employees exposed to health and safety hazards did not wear protective equipment correctly	Conduct employee training, strengthen supervision, and incorporate it into assessments
	Employees have not been provided with the correct personal protective equipment	Identify occupational hazard factors and distribute the correct protective equipment

As a member of the Responsible Business Alliance (RBA), Foxconn has integrated the RBA Code of Conduct into its own management regulations. Referring to the latest version of the code, we formulated the Supplier Social and Environmental Code of Conduct, extending responsible business practices to the entire supply chain and continuously elevating suppliers' sustainable governance capabilities.

To strengthen supply chain responsibility management, the Group encourages suppliers to execute the RBA Validated Assessment Program (VAP) through third-party organizations. Suppliers who have completed an RBA VAP audit within the past two years and provided the report to the Group are exempt from duplicate audits. For suppliers who pass the audit, their labor and human rights performance scores are appropriately elevated based on their rating results to encourage the continuous refinement of their ESG performance.

From 2023 to 2025, 26, 45, and 95 suppliers, respectively, completed third-party RBA VAP audits and shared their audit reports with the Group. In 2025, the Group originally set a target to drive over 60 suppliers to undergo this audit; ultimately, this goal was achieved ahead of schedule and exceeded. This reflects the continuously rising emphasis placed on responsible governance issues by our supply chain partners. As of the end of 2025, among all audited Tier 1 suppliers, the proportion of suppliers failing to meet RBA VAP requirements was 8.42%. All associated audit findings have been incorporated into the improvement tracking mechanism, resulting in an overall improvement rate of 100%, demonstrating the execution effectiveness of the Group's supply chain risk management and continuous improvement.

RBA VAP Audit Results Over the Past Three Years



2025 Foxconn Supplier Risk Management Project

Risk management is a critical area to which Foxconn attaches great importance. In accordance with the Supplier Risk Management Regulations, the Group continuously identifies high-risk suppliers and conducts regular audits based on the Supplier Code of Conduct. To enhance the effectiveness of supply chain risk identification and management, the Group draws on the evaluation principles of the ISO 20400 Sustainable Procurement Guidance to analyze the sustainability risks faced by different procurement categories. Building on the risk issues established in 2023, we have made targeted refinements, prioritizing human rights, labor practices, the environment, fair operating practices, and consumer issues, followed by corporate governance and community involvement and development.

In 2025, the Group further optimized its supplier risk management and review questionnaires. Considering the broad range of industries encompassed by Foxconn's supply chain, and to more precisely grasp the current ESG management status and potential risks of different categories of suppliers, the Group designed two differentiated questionnaires for the first time in 2025 based on supplier characteristics: the "Semiconductor Materials, Electronics and Mechanical Component Suppliers Questionnaire" and the "Staffing Service Providers Questionnaire." The results from these questionnaires—combined with supplier self-assessments, document reviews, on-site audits, and third-party verification results—serve as the basis for supplier risk rating and annual evaluations.

During the year, a total of 446 Tier 1 suppliers and 10 Tier 2 suppliers completed the risk management and review questionnaire, covering 328 significant suppliers and achieving a response rate of 100%. For suppliers whose evaluations fell short of the standards or that presented material potential risks, the Group required them to submit improvement plans within a specified timeframe. We continuously follow up through guidance, re-inspections, and performance tracking mechanisms to ensure that risk identification results are effectively translated into improvement actions.

Tier 1 supplierscompleted the risk management and review questionnaire
446 suppliers

Tier 2 supplierscompleted the risk management and review questionnaire
10 supplie

Covering significant suppliers
328 suppliers

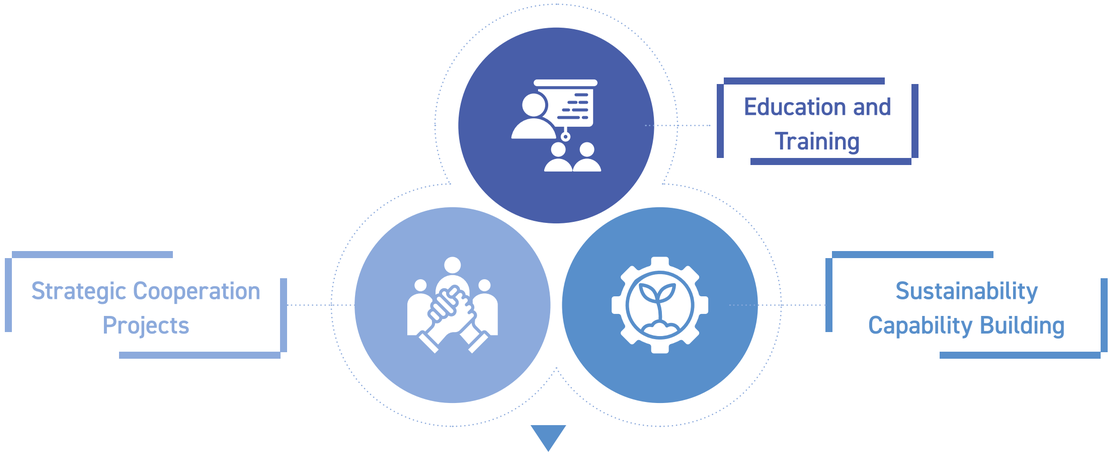
Response rat
100 %

Given the increasing frequency of extreme weather events, the Group established the "e-SCRM Supply Chain Risk Management Platform." This platform consolidates information such as the campuses served by suppliers, their latitude and longitude coordinates, and Group procurement items to monitor global natural disasters—such as earthquakes and typhoons—in real time. When a disaster occurs, the platform automatically assesses affected areas, analyzes data alongside supplier information, and instantly notifies the personnel in charge at each campus. This helps rapidly grasp information on potentially affected suppliers and procured materials, enabling proactive initiation of response measures.

To further strengthen supply chain risk management capabilities, the Group continues to drive upgrades to the e-SCRM system. We are progressively introducing management mechanisms encompassing risk identification, analysis, assessment, response, monitoring, and early warning. Furthermore, we are building a comprehensive supplier risk control framework that integrates component, supply, and ESG risks. This aims to mitigate the risk of supply chain disruptions and fortify the execution resilience of our Business Continuity Management (BCM).

Capability Building and Supplier Development

Foxconn Technology Group believes that supply chain resilience and sustainability performance depend not only on compliance management but also on continuous training and investment in resources to drive the collective advancement of the entire value chain. To this end, the Group has established a "Supplier Sustainability Empowerment Framework" that, through the following three core approaches, helps suppliers progressively advance from foundational awareness to concrete management and execution capabilities:

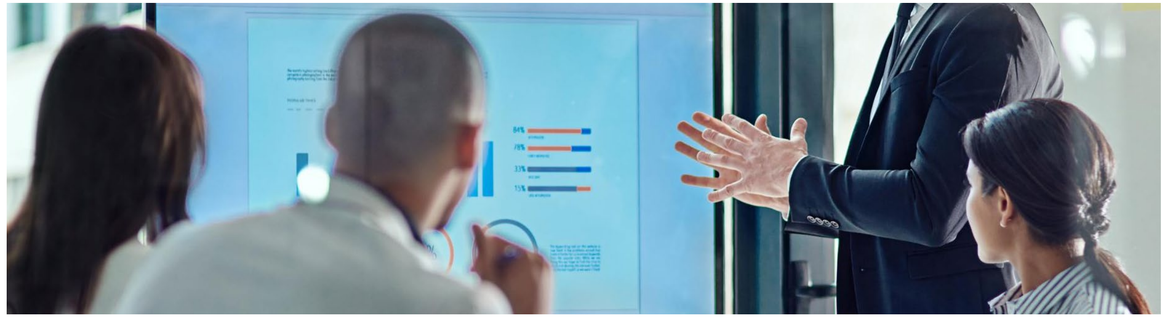


- **Education and Training**: We regularly organize professional training covering core ESG issues such as labor and human rights, environmental governance, and business ethics. Beyond regulatory advocacy, these sessions also feature practical industry case studies. Through systematic knowledge empowerment, we help suppliers keep pace with the latest developments in international regulations and customer requirements, while fostering the exchange of experience among industry peers.
- **Sustainability Capability Building**: Upholding the principle of placing equal emphasis on auditing and guidance, we bring in expert consultant teams to provide one-on-one guidance during regular ESG on-site inspections. This helps suppliers identify operational management gaps and establish institutionalized sustainability management systems. In parallel, we hold interactive, hands-on workshops from time to time to guide our partners in advancing concrete sustainability action plans.
- **Strategic Cooperation Projects**: Focusing on critical issues such as Net-Zero Emissions, zero-waste manufacturing, and responsible mineral sourcing, we engage in technical exchange and resource sharing with suppliers. This helps value chain partners progressively respond to transition demands and build a common foundation for carbon reduction strategies and sustainability directions.

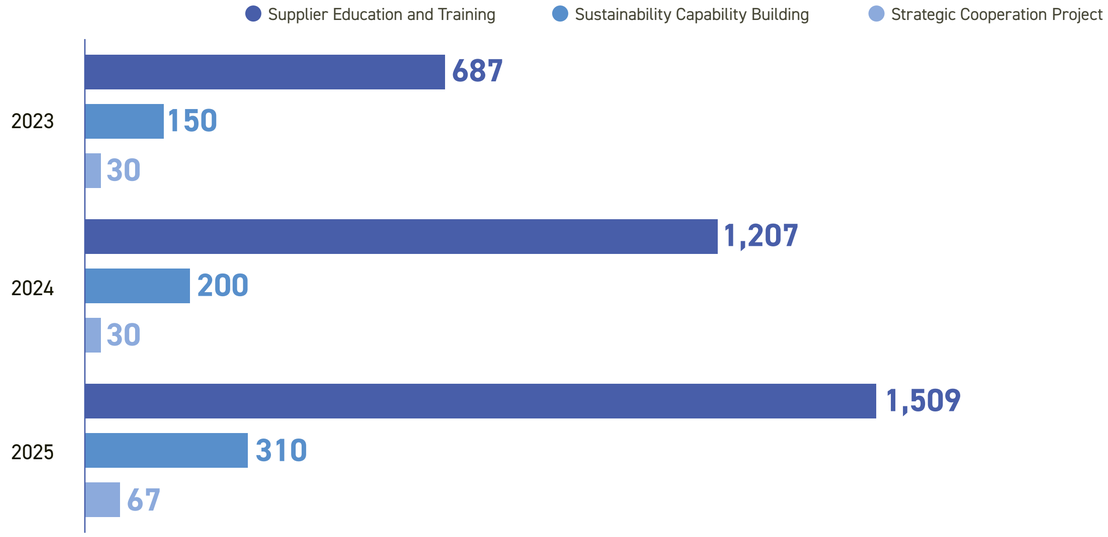
Education and training
1,509 suppliers

Sustainable Capability Building
310 suppliers

Strategic Cooperation Project
67 suppliers



2025 Group Supplier Capability Building Overview



Internal Procurement Personnel Educational Training

To strengthen the effective implementation of the supplier ESG program, Foxconn provides systematic education and training for internal procurement and related personnel. Through diverse formats, including online learning platforms and in-person courses, we help employees master supplier ESG management requirements, evaluation and capability-building processes, and practical approaches to key issues. In 2025, course content covered topics including the RBA Code of Conduct, supplier ESG management, renewable electricity promotion, circular recycled materials, and UL 2809, continuously enhancing the procurement team's professional capabilities and execution consistency in sustainable supplier management. The Group has also integrated ESG performance into the appraisal mechanism for procurement personnel, further reinforcing accountability and management effectiveness.

Education and Training

To lay a solid foundation for sustainable supplier management, the Group regularly conducts professional training on core ESG issues, including labor and human rights, environmental governance, and business ethics. Through systematic knowledge-building, we help suppliers stay abreast of international regulations and Foxconn's sustainability management requirements while promoting the exchange of benchmarking experiences. In 2025, the Group focused on advancing the following two major training programs:

Specialized Training for Staffing Service Providers

In 2025, the Group leveraged the Supplier ESG Digital Management Platform's educational training module to drive online learning and assessment, ensuring both training quality and effectiveness. The course content included the Supplier Code of Conduct (CoC), the RBA Code of Conduct, an introduction to forced labor, DEI (Diversity, Equity, and Inclusion) concepts, the 12 safety red lines, and business ethics. This continuously elevates suppliers' management capabilities across dimensions such as labor rights and occupational safety, while encouraging the extension of relevant training to upstream supply chains.

Targeting staffing service providers, the Group organized specialized training for labor dispatch companies in the mainland China region on July 19 and July 26, 2025. Conducted concurrently in both online and offline formats, the event recorded a total of **97 companies** and **866 participants**, achieving an overall assessment pass rate of **87.53%**. The course covered Recruitment Process Management Practice, Labor Dispute Handling & Resolution, Group Dispatched Worker Discipline Policy & Interpretation, and Five Social Insurance and Housing Provident Fund Operational Practice, aiming to strengthen the professional capabilities and compliance awareness of dispatch company personnel.

Supplier Carbon and Waste Reduction Promotion Conference

To fortify the foundation of carbon management within the semiconductor supply chain, Foxconn released the Greenhouse Gas Management Regulations for the Semiconductor Supply Chain in 2025 and developed a greenhouse gas inventory module within the ESG management platform. These actions continuously enhance the systematic nature and transparency of supply chain carbon data management. To assist key suppliers in implementing relevant requirements, the Group organized 1 specialized education and training session for critical material suppliers in the Integrated Circuit (IC) manufacturing industry. Through system introduction, operational training, and practical guidance, we assisted suppliers in progressively establishing consistent, compliant, and traceable carbon management operational processes.

- **Providing Technical Support and System Implementation Training**: The training content covered platform reporting procedures, data field logic, inventory boundary setting, and fundamental data management requirements. Through modular teaching and operational guidelines, we enhanced suppliers' carbon data reporting capabilities and inventory consistency.
- **Facilitating Experience Exchange and Standard Alignment**: The training conveyed the core requirements of the Greenhouse Gas Management Regulations for the Semiconductor Supply Chain. It helped suppliers understand greenhouse gas inventory methodologies, data quality management, and future carbon-reduction directions, laying the groundwork for subsequent benchmark exchanges, performance comparisons, and the promotion of low-carbon transitions.

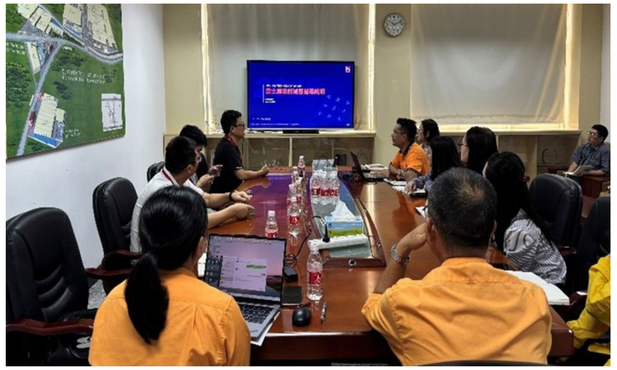
Supplier Sustainability Capability Building

The Group continuously optimizes its internally developed "Supplier Sustainability Performance Evaluation System," conducting a comprehensive monthly ESG assessment of 300 significant suppliers, covering management policies, system establishment, KPI achievement rates, and sub-tier supplier management. Through this digital platform, suppliers can monitor their performance in real time and benchmark their ESG performance against industry peers. The system ranks suppliers within the same key procurement category, enabling partners to clearly identify their position and sustainability gaps in the industry. In addition, the Group hosts an annual event that invites ESG-outstanding suppliers to share their experiences, elevating the overall supply chain's capabilities through benchmarking and learning.

For suppliers identified during evaluations as having management gaps or an urgent need for transition, Foxconn not only points out the deficiencies but also proactively provides guidance and support for improvement, ranging from remote instruction to on-site diagnostics. We organize guidance teams composed of internal experts and external consultants to launch in-depth technical support programs tailored to the specific pain points of different suppliers, helping them fundamentally enhance their ESG performance and operational strength.

In terms of climate action, the Group continues to expand the depth and breadth of its dedicated guidance on carbon and waste reduction. In 2025, expert teams provided intensive on-site technical support to **10 key suppliers**, precisely diagnosing energy consumption in plant equipment and manufacturing processes. During the year, the guidance teams put forward a total of 79 technical recommendations for energy conservation and waste reduction. Following the suppliers' adoption and implementation of these improvements, an estimated annual carbon reduction of **11,349 tons of CO_2e** can be achieved. By continuously tracking actual carbon-reduction performance, the Group can accurately gauge the current status of supply chain emissions and the gap toward the 2050 Net-Zero goal, dynamically adjusting future technical support resources and carbon-reduction pathways accordingly.

Given the high energy consumption and high technological thresholds characteristic of the semiconductor industry, the Group designed a tailored technical support program specifically for semiconductor suppliers. In the second quarter of 2025, we led the industry in establishing the "Semiconductor Supplier Greenhouse Gas Inventory Standards." In the third quarter, we officially launched the dedicated "Semiconductor Supplier ESG Greenhouse Gas Management Platform." During 2025, we completed the 2024 Scope 1 and Scope 2 GHG inventories for semiconductor suppliers. We conducted 1 session of system operation and inventory training for key material suppliers in the Integrated Circuit (IC) manufacturing industry. This progressively establishes systematic carbon management workflows and enhances suppliers' carbon data reporting capabilities, inventory consistency, and compliance.





Strategic Cooperation Projects

Foxconn X Commonwealth Sustainable Value Chain Partner Project

Jointly launched by Foxconn Group and the CommonWealth Sustainability team in 2025, this project aims to help supply chain partners deepen their ESG awareness through four main pillars: "Capacity Building, Evaluation, Recognition, and Publicity." Its core objectives are to strengthen the supply chain's overall ESG performance and competitiveness, enhance supply chain operational resilience, and, through knowledge sharing and professional support, create long-term, sustainable value for the entire industrial ecosystem.

Supplier Participation

The project adopts an elite seed cultivation model, precisely targeting key partners:

- Seed Capability Building: We invited 37 key seed suppliers (including benchmark enterprises such as Yageo, Darfon Electronics, and Shin Zu Shing) to participate deeply, serving as core pioneers in driving the supply chain's sustainable transition.

Project Content

During the execution of the project, the Group comprehensively empowered suppliers through integrated online/offline training and rigorous evaluation mechanisms:

- Integrated Online/Offline Capability-Building Courses: We held physical offline sustainability workshops in Taiwan and required participating suppliers to complete 27 professional ESG courses through the "Sustainability Online Academy," ensuring the content was highly relevant to practical applications.
- Sharing of Practical Experience and Knowledge: Foxconn proactively shared its sustainable supply chain management practices and promotion experiences, providing concrete execution directions. Concurrently, in collaboration with partners (such as STMicroelectronics), we promoted the concept of the "Handprint" (the carbon-reduction benefits achieved during the product's use phase), emphasizing the balance between meeting end-customer demands and enhancing transparency.
- Third-Party ESG Evaluation: Foxconn Group and the CommonWealth team jointly conducted a supply chain ESG evaluation to review the effectiveness of the suppliers' sustainability practices objectively.

Project Outcomes

This project successfully drove suppliers from mere awareness to concrete practice. Specific quantitative and qualitative highlights include:

- Benchmark Recognition and Dissemination: Following rigorous evaluations, the **3 most outstanding suppliers** were selected and awarded the "Sustainability Co-creation Progress Award." They were publicly recognized at the Group's Sustainability Awards Ceremony as benchmark examples.
- Fortifying Sustainability Management Capacity: All **37 participating suppliers completed the 27 training courses**. Substantive feedback from suppliers indicated that the project effectively helped them develop a comprehensive understanding of ESG trends. Furthermore, the practical promotion methods used by large enterprises served as an extremely high benchmark for their internal planning.
- Expanding Carbon Reduction Impact: The project successfully extended carbon reduction thinking from individual enterprises to the entire value chain. By embracing "open knowledge sharing" and "pragmatic problem-solving," we realized the "Handprint" carbon reduction benefits of semiconductors and electronic solutions, significantly strengthening the sustainability of the industrial ecosystem.



Foxconn Low-Carbon Supply Chain Transformation Promotion Plan

In response to the Ministry of Economic Affairs' policies, this project drives an industry-wide "Large Enterprises Leading Small and Medium Enterprises" low-carbon supply chain transformation plan, creating a benchmark demonstration model for low-carbon collaboration. By leveraging the influence of a core enterprise, the project helps the supply chain build carbon management capabilities and establish carbon-reduction pathways, thereby enhancing the carbon-reduction resilience and industrial competitiveness of the entire value chain and laying a solid foundation for extending this low-carbon cooperation model to the global supply chain in the future.

Supplier Participation

The project adopted a tiered promotion strategy, leveraging a "hen guiding the chicks" ripple effect to expand carbon management coverage progressively:

- Deep Participation: We invited **7** Tier 1 key suppliers to invest in carbon reduction actions jointly.
- Broad Dissemination: We successfully drove **30** Tier 2 suppliers to complete their carbon inventory data collection.

Project Content

During the execution of the project, the Group assisted suppliers in their transition preparations through a dual approach of "Capacity Building" and "On-Site Diagnostics":

- Educational Training and In-Depth Guidance: We organized a total of 5 internal and external educational training courses and **6 carbon reduction guidance meeting**s. The content covered practical carbon inventory procedures, ISO series standards, and key issues such as CBAM (Carbon Border Adjustment Mechanism). This simultaneously strengthened both the carbon-reduction awareness and the inventory capabilities of both Group employees and suppliers.
- On-Site Diagnostics and Technical Exchange: We arranged 12 supplier on-site plant visit activities. Through on-site exchanges, technical diagnostics, and project measurements, we conducted energy conservation assessments targeting key equipment and high-energy-consuming areas, helping suppliers clearly define carbon-reduction goals and pathways for promotion.

Project Outcomes

This project was successfully completed in March 2025. Over its two years of implementation, it demonstrated the outstanding effectiveness of the "Large Enterprises Leading Small and Medium Enterprises" model in achieving supply chain carbon reduction. Specific quantitative highlights include:

- Implementation of Diverse Carbon Reduction Projects: A total of **25 carbon reduction projects** were completed. The improvement measures comprehensively covered diverse dimensions, including manufacturing process optimization, plant facility improvements, equipment replacement, and green energy investments.
- Outstanding Carbon Reduction Performance: The project cumulatively created carbon reductions of up to **16,381.47 tons of CO_2e**, concretely practicing the sustainability commitment of a green supply chain.





Rewarding High Performers and Phasing Out Low Performers

To strengthen the effectiveness of sustainable supply chain management, Foxconn has established an ESG performance evaluation mechanism covering four major dimensions—Net-Zero Emissions, Zero Waste, Green Products, and Labor and Human Rights—for significant suppliers that account for over 80% of the Group's procurement amount, requiring these suppliers to complete monthly self-assessments on the ESG management platform. Based on their performance and the characteristics of key commodities, the Group prioritizes identifying suppliers with potential for improvement, driving them to continuously enhance their sustainability management capabilities and execution effectiveness.

At year-end, the Group distinguishes between ESG-outstanding and underperforming suppliers based on annual performance results and links these evaluations to subsequent management of cooperation. For ESG-outstanding suppliers, the Group provides positive recognition through reward mechanisms. Conversely, for suppliers lagging in performance with limited improvement, the Group initiates guidance and improvement requirements and adjusts procurement amounts as appropriate. Suppliers that fail to cooperate will be placed on the list of underperforming suppliers and subject to restricted cooperation, thereby continuously optimizing the overall resilience and sustainable competitiveness of the supply chain.

Outstanding Supplier Project — Foxconn Sustainability Awards

On April 2, 2026, the Group held the "Foxconn Sustainability Awards Ceremony and Sustainability Summit Roundtable Forum." During the event, we recognized **10 ESG-outstanding suppliers** with the Gold Award of the "Sustainable Supply Chain Excellence Award." We invited senior executives from **3 outstanding suppliers** to participate in the "Collaboratively Building a Sustainable Value Chain—Sharing Best Practices of Supplier ESG" roundtable forum. During the forum, suppliers shared ESG best-practice cases and discussed common challenges and response strategies regarding ESG requirements across different markets. These strategies included establishing consistent management systems aligned with international standards such as ISO, making appropriate adjustments to regional characteristics, and leveraging customers' high standards to drive continuous improvement—thereby encouraging the supply chain to proactively advance toward higher sustainability standards. The overall event received high praise and positive feedback from suppliers, who felt it facilitated the exchange of experience and enhanced their sustainability management capabilities.







Conflict Minerals

Conflict Minerals Governance

Foxconn Technology Group strictly complies with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and continuously promotes responsible mineral sourcing. We strictly prohibit the direct or indirect procurement of conflict minerals—such as tantalum, tin, tungsten, and gold (3TG)—mined from the Democratic Republic of the Congo and its surrounding high-risk areas. Furthermore, we are dedicated to ensuring that the sources of critical metals in our products are legal, transparent, and traceable, and require our supply chain to prioritize the use of RMAP-compliant smelters and refiners that have passed RMAP (Responsible Minerals Assurance Process) or equivalent international certifications.

To ensure the effective implementation of our responsible sourcing policy, the Group has established a top-down, cross-departmental framework for conflict minerals governance, with clearly defined roles and responsibilities. At the highest supervisory level, the Sustainability Committee oversees the Group-wide conflict minerals management strategy and the effectiveness of its execution. The Supplier Compliance and ESG Management Department serves as the core dedicated team driving this initiative, responsible for formulating policy standards, establishing management systems, and regularly conducting ESG and mineral traceability training for relevant procurement personnel. Meanwhile, the Procurement Department collaborates with this dedicated team to conduct supplier due diligence and to collect and review suppliers' conflict minerals reports.

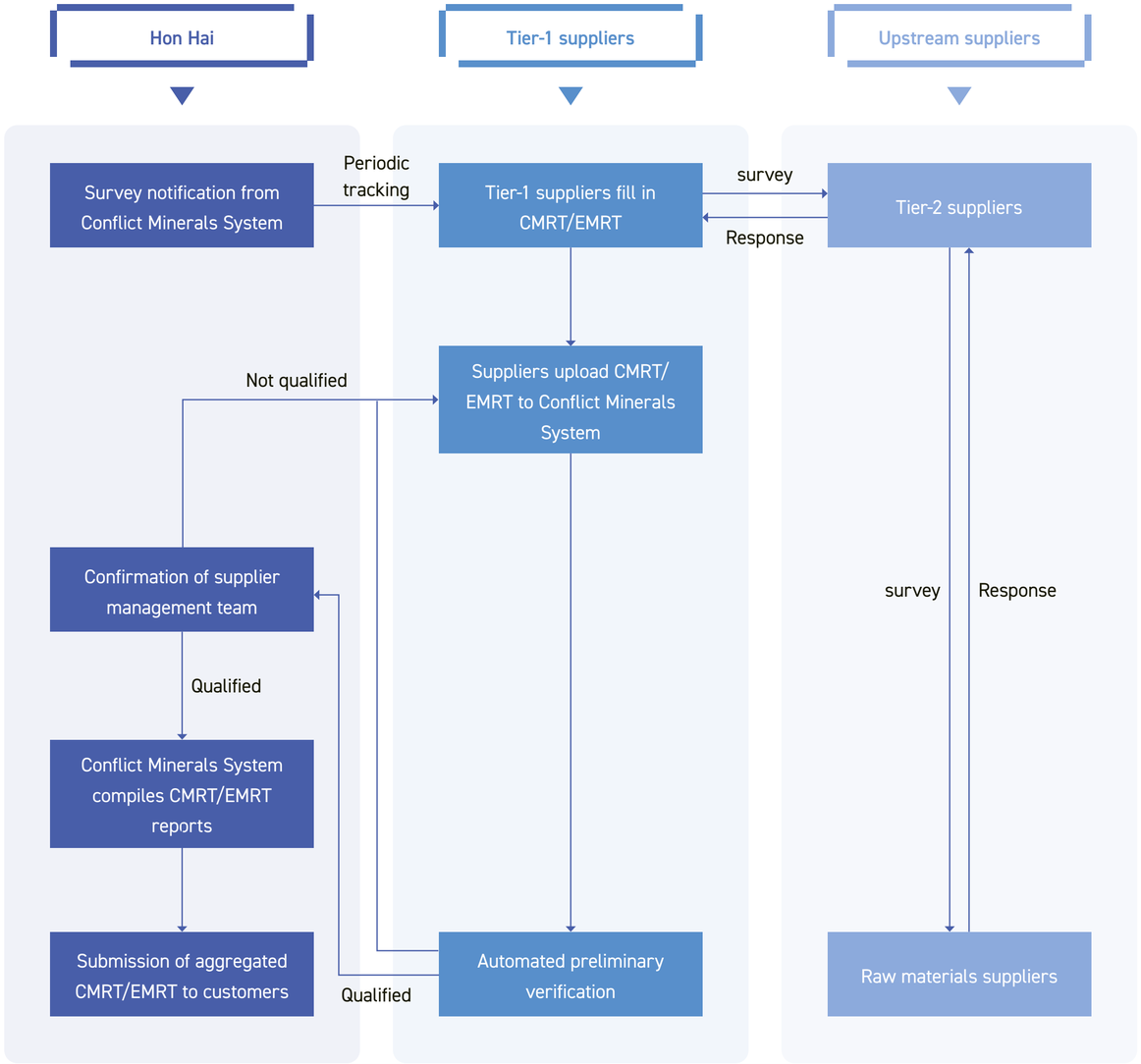
Under this framework, Foxconn integrates responsible mineral sourcing into routine supplier management and contract clauses. We formulated the Responsible Minerals Sourcing Statement and the Supplier Responsible Mineral Sourcing Management Process, incorporating conflict-free mineral requirements into all formal commercial agreements and supplier procurement contracts. All partners are required to sign the "Environmental Protection and Social Responsibility Undertaking" for Suppliers (ESU 2.0), and conflict mineral traceability and compliance performance have become critical inspection items for both new supplier admission certification and the annual audits of existing suppliers.

Conflict Minerals Grievance Mechanism

To further enhance the efficiency and transparency of supply chain traceability, the Group has introduced digital management tools and established a dedicated supervision and grievance mechanism for conflict minerals. The Group independently developed the "Conflict Minerals Management System," which its Business Groups and subsidiaries use to collect, audit, and consolidate supplier due diligence reports, thereby ensuring long-term data preservation and traceability. At the same time, the Group established a dedicated conflict minerals grievance channel, encouraging employees, suppliers, non-governmental organizations (NGOs), and the general public to submit reports and feedback through the contact windows on our official website and the Supplier ESG Digital Management Platform. For all grievance cases, the Group initiates independent investigations and takes the necessary corrective and preventive measures.

Conflict Minerals Due Diligence

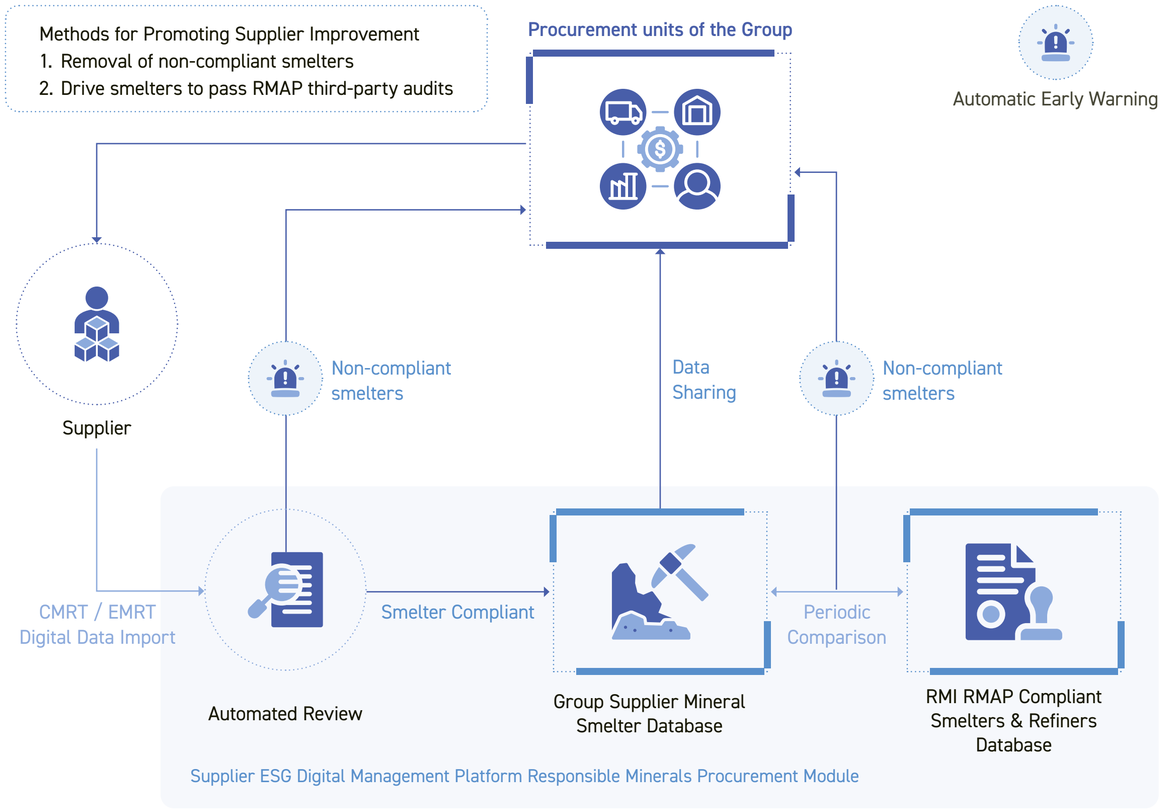
Foxconn Conflict Minerals Due Diligence Flowchart



The high-end electronic products manufactured by Foxconn comprise complex electronic and mechanical components. To achieve specific functionalities, some of these components inevitably require critical minerals such as 3TG (tantalum, tin, tungsten, and gold), as well as cobalt and mica. To precisely control risks at the source, the Group's Component Engineering Department has established a dedicated "Critical Minerals Usage List" based on rigorous material grading and classification standards, systematically identifying the potential conflict mineral risks across various product lines and suppliers.

Once the risk scope is defined, Foxconn has built a rigorous mineral traceability system, extending its management focus to the minerals' true country of origin. As a formal member of the Responsible Minerals Initiative (RMI), the Group annually uses the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT), developed by the RMI, to conduct comprehensive due diligence on suppliers involved in the sourcing of critical minerals. This is combined with the RMI's Reasonable Country of Origin Inquiry (RCOI) database to trace mineral origins, identifying whether critical minerals originate from the Democratic Republic of the Congo and its nine surrounding nations, or from other conflict-affected and high-risk areas.

Automatic Early Warning and Improvement Mechanism for Non-Compliant Mineral Smelters

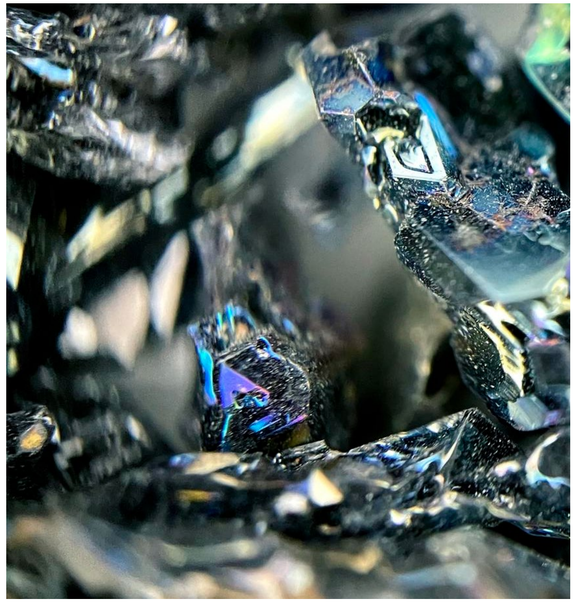


Conflict Minerals Project: Third-Party Audit Verification

Within the mineral supply chain, although Foxconn is positioned as a downstream enterprise and does not directly procure raw materials from smelters or refiners, we still convey the "conflict-free minerals" management requirements upstream through our procurement regulations. We require Tier 1 suppliers to ensure that the 3TG, cobalt, mica, and other minerals contained in their products are sourced entirely from RMAP-conformant smelters and refiners that have passed independent third-party audit verification. The Group also cross-references the smelter lists reported by suppliers against the official RMI RMAP-conformant list, one by one, to ensure that conflict-free requirements are implemented.

Furthermore, to ensure the effectiveness and transparency of our own management mechanisms, Foxconn's global Business Groups and campuses regularly undergo third-party RBA VAP on-site audits commissioned by our customers. External auditors verify the design and execution effectiveness of the Group's conflict minerals supply chain policies across its various campuses, objectively ensuring that the sources of critical minerals in Foxconn products comply with the OECD Due Diligence Guidance and internationally recognized standards.

Building on the aforementioned traceability and audit mechanisms, the Group continued to leverage its digital platform to conduct large-scale conflict minerals due diligence in 2025 and consistently disclosed the relevant compliance outcomes. During the year, we distributed survey questionnaires to a total of 2,375 suppliers (covering over 90% of the Group's procurement amount) and achieved a 100% response rate. At the same time, we cumulatively secured formal, signed conflict-free mineral commitment documents from 1,835 suppliers, achieving a 100% signing rate.



Supplier Questionnaires Distributed
2,375 suppliers

Group Procurement Spend Coverage
Over 90%

Response Rate
100 %

Cumulative Suppliers Signing Conflict-Free Minerals Commitment
1,835 suppliers

Signing Completion Rate
100 %



Foxconn Group's 2025 Conflict Minerals Due Diligence Results

	3TG	Cobalt, Mica
Number of Suppliers Investigated	2,375	2,165
Number of Suppliers Responded	2,375	2,165
Response Rate	100%	100%

Results of the Conflict Minerals Due Diligence in the Past Three Years

	2023	2024	2025
Number of Suppliers Investigated	1,975	2,166	2,375
Number of Suppliers Responded	1,975	2,166	2,375
Response Rate	100%	100%	100%

The survey results indicate that, as of the end of 2025, no illegal minerals sourced from conflict-affected or high-risk areas without third-party RMAP certification were found in the products delivered by the Group's supply chain. During the year, the Group's supply chain involved a total of 282 smelters or refiners of 3TG, cobalt, and mica, 100% of which, after cross-reference, were listed on the RMI RMAP-conformant list. Their geographic distribution is primarily concentrated in Asia.

(Continued from the previous page) Conflict Minerals Project: Third-Party Audit Verification

2025 Group Conflict Mineral Smelter and Refiner RMAP Certification Results

Certification Status	Tantalum	Tin	Tungsten	Gold	Cobalt	Mica
Conformant	35	54	41	94	55	3
Active	0	0	0	0	0	0
Not conformant	0	0	0	0	0	0
Total	35	54	41	94	55	3

2025 Group Smelter Distribution by Region

Area	Tantalum	Tin	Tungsten	Gold	Cobalt	Mica	Total
Asia	22	29	31	49	33	3	167
Africa	1	3	0	5	13	0	22
Europe	3	5	4	23	6	0	41
North America	6	4	5	11	2	0	28
Australia	0	1	0	1	1	0	3
South America	3	12	1	5	0	0	21
Total	35	54	41	94	55	3	282

To further respond to international sustainability assessments' demands for transparency in financial and operational exposure, the products delivered by the Group in 2025 did not contain minerals from conflict-affected or other high-risk areas. Consequently, the revenue from such products accounted for 0% of the Group's total revenue.

To ensure the compliance and operational resilience of the mineral supply chain management, Foxconn has built a comprehensive risk mitigation and remediation mechanism targeting identified potential or actual conflict mineral risks. This mechanism encompasses source management, time-bound corrections, disciplinary actions, and capacity building, and specifically includes:



Source Management and Performance Linkage Mechanism

New suppliers are required to sign the "Environmental Protection and Social Responsibility Undertaking" for Suppliers (ESU 2.0) and submit standard-compliant Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) reports. Concurrently, the degree of implementation regarding conflict-free minerals is incorporated into their annual ESG performance evaluations.

Smelter Risk Remediation and Time-Bound Phase-Out Plan

For high-risk smelters and refiners or those that have not yet obtained RMAP certification, we require suppliers to prompt them to achieve third-party certification or eliminate them from the supply chain within a specified timeframe. Those who fail to complete improvements by the deadline will face frozen trading privileges or penalties for downgrades.

On-Site Audits and Supply Chain Penetration Management

Through regular social and environmental responsibility on-site audits, we inspect suppliers' mineral traceability procedures and the historical track record of their due diligence execution upstream. If management loopholes or compliance deficiencies are discovered, we will initiate project-based guidance and require time-bound improvements.

Industry Initiative Collaboration and Joint Promotion

We actively participate in RMI regional expert meetings. Through cross-enterprise experience exchange and intelligence sharing, we instantly grasp the latest global dynamics in the smelter industry. Furthermore, we collaborate with industry peers and the RMI platform to jointly push high-risk smelters to undergo RMAP audits.

Compliance Training and Capacity Building

We continuously organize dedicated online training and practical sharing sessions, focusing on international conflict mineral regulatory trends, the Group's responsible sourcing policies, and the correct logic for completing CMRT/EMRT forms.

Looking ahead, Foxconn will continue to deepen its sustainable supply chain vision of being "Green, Resilient, and Co-prosperous." Through rigorous risk governance, in-depth technical support, and transparent traceability mechanisms, we will work hand in hand with global value chain partners to collectively address transition challenges. We will drive the supply chain to implement low-carbon manufacturing and human rights protection, building a highly resilient and sustainable industrial cooperation system.

Local Procurement



Local Procurement Ratio in Taiwan & Mainland China

≧ 80 %

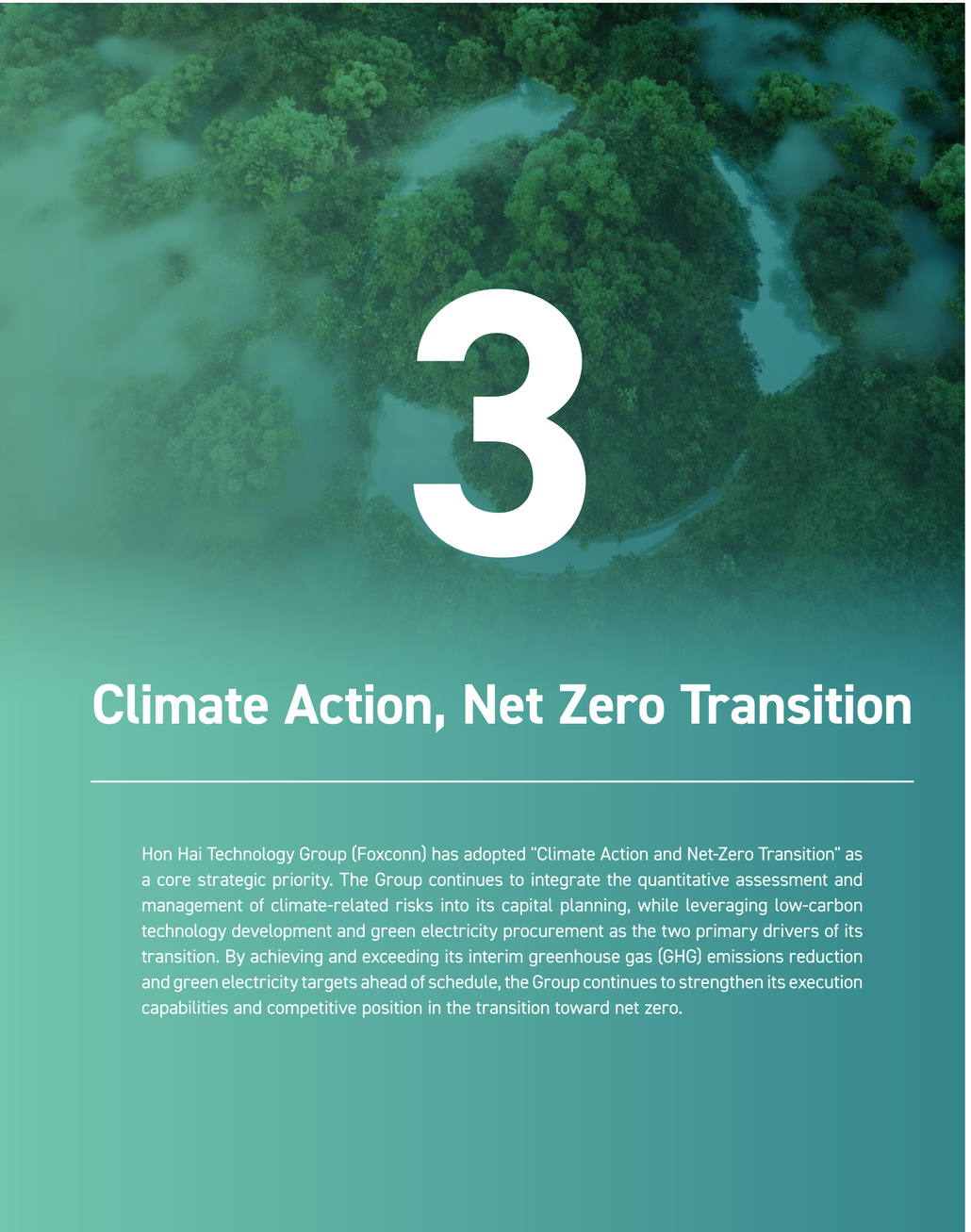
Global Local Procurement Rate

58 %

In the face of a rapidly changing global political and economic landscape, Foxconn views local procurement as an important strategy to strengthen supply chain resilience. Provided that quality and commercial terms are comparable, the Group actively prioritizes building long-term cooperative relationships with suppliers located near each of its production campuses. In 2025, Foxconn Group's local procurement ratio reached 58%, with local procurement ratios in both the Taiwan and mainland China regions exceeding 80%.

Advancing local procurement not only helps shorten material lead times and enhance the Group's operational agility in the face of market fluctuations, but also substantially reduces greenhouse gas emissions from long-distance cross-border transportation, thereby putting green logistics into practice. At the same time, by expanding the scale of local procurement, the Group drives the development of industrial clusters in its operating locations and supports the creation of local employment opportunities and supply chain collaboration networks, continuously fostering economic development and enhancing supply chain resilience in the regions where it operates.

Note. In 2025, the Group's local procurement ratio in Vietnam was relatively low, resulting in a decline from 2024. The Group will progressively raise the local procurement ratio at its Vietnam campuses.



3

Climate Action, Net Zero Transition

Hon Hai Technology Group (Foxconn) has adopted "Climate Action and Net-Zero Transition" as a core strategic priority. The Group continues to integrate the quantitative assessment and management of climate-related risks into its capital planning, while leveraging low-carbon technology development and green electricity procurement as the two primary drivers of its transition. By achieving and exceeding its interim greenhouse gas (GHG) emissions reduction and green electricity targets ahead of schedule, the Group continues to strengthen its execution capabilities and competitive position in the transition toward net zero.

- **GHG Emissions Reduction Target Exceeded**: In 2025, the Group's total Scope 1 and Scope 2 GHG emissions, calculated using the market-based method, totalled 2,515,497 metric tons of CO_2e, representing a 53.6% reduction from the 2020 baseline. This performance significantly exceeded the Group's original target of reducing emissions by 21% by 2025.
- **Renewable Energy and Green Electricity Transition Achieved Ahead of Schedule**: In 2025, green electricity accounted for 68.37% of the Group's electricity consumption, exceedingly ahead of schedule its original target of achieving a green electricity usage rate of more than 50% by 2030. Total renewable energy consumption reached 7,158.55 GWh, increasing the share of renewable energy in the Group's total energy consumption to 43.46%.
- **Continued Expansion of Green Electricity Procurement**: In 2025, the Group directly procured 1,870.28 GWh of green electricity. It also procured 4,849.15 GWh of renewable electricity through power trading arrangements and obtained the corresponding green electricity certificates. These initiatives demonstrate the Group's diversified approach to green electricity sourcing and its strong execution capabilities in advancing the energy transition.
- **Continued Advancement in the Systematization of Energy Management**: As of 2025, 70 production legal entities within the Group had obtained ISO 50001 Energy Management System certification, achieving a coverage rate of 43.2%. This achievement reflects the Group's continued efforts to institutionalize energy management practices and enhance operational efficiency.
- **Energy-Efficiency Investments Delivering Significant Quantifiable Benefits**: In 2025, the Group implemented 1,753 energy-saving technological improvement projects, with a total investment of NT$2.048 billion. These projects delivered energy savings of 547 GWh, generated cost savings of NT$1.616 billion, and reduced GHG emissions by 290,605 metric tons of CO_2e. The overall investment payback period was only 1.3 years.
- **Continued Advancement of Supply Chain Decarbonization Management**: In 2025, the Group supported 300 major suppliers in completing their 2024 GHG inventories. Through the implementation of emissions-reduction measures and the adoption of green electricity, these suppliers achieved cumulative GHG reductions of 1.45 million tCO_2e. In addition, a cumulative total of 56 suppliers had committed to using 100% green electricity in the manufacture of products for Foxconn.
- **Quantitative Climate Risk Management Advancing to the Asset Level**: In 2025, the Group adopted the S&P Global science-based models to assess the potential financial impact of physical climate risks of 248 owned assets across 24 countries and regions, as well as 108 assets owned by major suppliers across 6 countries and regions. The assessments enable the Group to incorporate key risks, including extreme heat and water stress, more systematically into resilience investment and risk governance.
- **Continued Expansion of Clean Technology and Low-Carbon Product Portfolio**: In 2025, revenue generated from products and services classified as clean technology at the Group's subsidiary FII (Foxconn Industrial Internet) accounted for 76.53% of FII's total revenue. Cloud computing and high-efficiency data center solutions alone accounted for 66.75% of FII's total revenue, demonstrating the Group's continued progress in translating low-carbon technologies into growth drivers.

Material Topics

Climate Change | GHG Emissions | Energy Management

SDG Alignment



Management Goals

Material Topic	Management Indicator	2025 Goal	2025 Performance	Achievement Status	2030 Long-Term Goal
GHG Emissions	Absolute GHG Emissions	By 2025, reduce absolute Scope 1 and Scope 2 GHG emissions by **21%** from the 2020 base year.	In 2025, Scope 1 and Scope 2 GHG emissions decreased by **53.6%**.	Exceeded	Reduce absolute Scope 1 and Scope 2 GHG emissions by **70%** from the base year, exceeding the Group's 2030 SBTi target of a 42% reduction.
Energy Management	Renewable Energy Usage	-	In 2025, renewable energy accounted for **43.46%**.	-	Increase the share of renewable energy in the Group's total energy consumption to **75%** by 2030. Fulfill the Group's RE100 commitment by achieving **100%** green electricity use by 2040.
	Green Electricity share	Increase the share of green electricity to **20%**.	In 2025, green electricity accounted for **68.37%** of the Group's total electricity consumption.	Exceeded	Increase the share of green electricity in the Group's total electricity consumption to more than 50% by 2030. Ensure that green electricity sourced from self-developed or directly invested projects accounts for at least **30%** of the Group's renewable energy consumption.
	Energy Intensity	-	in 2025, Energy intensity was **1.29 MWh** per NT$ million.	-	Reduce energy intensity by **10%** from 2025 baseline.

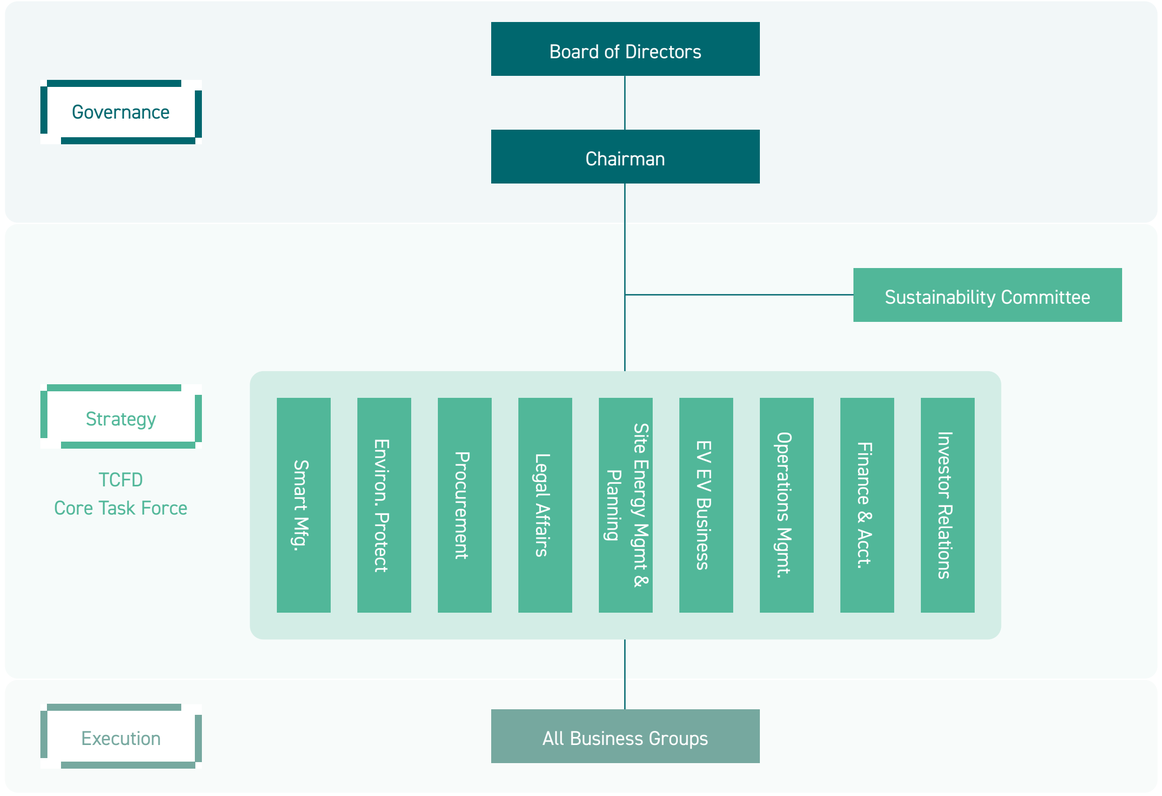
Climate Governance and Strategy

Climate Governance Structure and Incentive Mechanisms

Climate Governance

Foxconn drives its net-zero transition through a science-based governance framework, establishing a three-tier governance structure comprising the Board of Directors, the Sustainability Committee, and the TCFD Core Team to deeply integrate climate-related risk into corporate strategy and day-to-day operational decisions-making. The ESG-E Team (the dedicated environmental unit) serves as the execution hub, ensuring that decarbonization pathways are implemented across global campuses. The Chief Environment Officer reports progress on climate action directly to the Chairman, forming a comprehensive top-down oversight mechanism.

Foxconn Climate Governance Structure



Board of Directors (Highest Overseeing Authority)

As the highest overseeing authority for climate governance, the Board of Directors is responsible for approving 2050 net-zero strategies and related capital allocation decisions. It assesses the potential impact of climate risks on corporate long-term value. The Board listens to climate-related reports from the Sustainability Committee annually to ensure progress on climate goals and provides guidance on significant climate issue decisions.

Sustainability Committee (Strategy Formulation & Goal Promotion)

Chaired by the Chairman, leveraging expertise in technology manufacturing and supply chain management, the Committee leads the formulation of strategies for climate issues. Core responsibilities include: establishing climate issue execution strategies, overseeing climate and environmental policies/plans, regularly tracking climate action progress, and monitoring 32 ESG long-term goals (including 8 environmental goals). The Committee meets quarterly to review climate goal achievement and provides recommendations to the Board.

TCFD Core Task Force (Cross-Departmental Collaboration & Execution)

Subordinate to the Sustainability Committee, the TCFD Core Task Force is composed of cross-departmental members including Smart Mfg., Environ. Protect, (ESG-E Team), Procurement, Legal Affairs, Site Energy Mgmt, & Planning, EV Business, Operations Mgmt, Finance & Acct., Investor Relations, and the Sustainability Promotion Office. The Task Force is responsible for evaluating the materiality of climate-related risks from policy, legal, market trend, and physical risk perspectives. It converts TCFD scenario analysis results into concrete response measures and promotes cross-departmental collaboration to ensure effective implementation of climate strategies across global operations.

ESG-E Team (Environmental Special Execution Unit)

Led by the Group's central environmental protection unit, the Environmental Protection Director reports directly to the Chairman on climate action progress. The team is responsible for planning and tracking implementation of the Group's global site environmental policies, covering areas like carbon emission management, water resource management, and pollution prevention, to ensure effective implementation of various carbon reduction measures at the operational level.

Climate Change Engagement

In the face of the severe challenges posed by global climate change, Foxconn actively responds to international net-zero transition trends, demonstrating its commitment to environmental stewardship. As a global leader in electronics manufacturing services, Foxconn has not only committed to achieving net-zero emissions by 2050 but also, through participation in a range of international climate initiatives, works with industry partners to advance climate action on a global scale.



Science-Based Targets Validation

Guided by the 1.5°C temperature goal of the Paris Agreement, Foxconn places climate action at the core of its sustainable development and actively supports international climate initiatives, including Climate Action 100+. The Group has set science-based targets since 2021 and advances its transition under the Science Based Targets initiative (SBTi) framework. In April 2023, Foxconn received SBTi validation for its near-term targets; in April 2024, it received SBTi validation for its net-zero target. Using 2020 as the base year, the Group commits to aligning its Scope 1, Scope 2, and Scope 3 emissions reduction pathways through 2030 align with the most ambitious scenario consistent with global warming to 1.5°C, and in April 2024, it received validation of its 2050 net-zero target under the SBTi framework—demonstrating that Foxconn has progressed from target setting toward internationally validated targets and more institutionalized climate management.

Participation in Industry Climate Alliances

- **RE100 Initiative**: Foxconn has joined the RE100 initiative, committing to use 100% renewable energy across its global operating sites by 2040.
- **Responsible Business Alliance (RBA)**: As an RBA member, Foxconn actively participates in the electronics industry supply chain decarbonization working groups to drive joint decarbonization across the value chain.

Compliance with Domestic and International Regulations

Foxconn closely monitors global climate policy developments to ensure that its operations comply with applicable regulatory requirements in the jurisdictions where it operates:

- **EU Carbon Border Adjustment Mechanism (CBAM)**: For products exported to the EU, Foxconn has established a product carbon footprint inventory mechanism and developed carbon credit procurement strategies and investments in carbon removal technologies to meet CBAM requirements.
- **Taiwan Climate Change Response Act**: In response to Taiwan's carbon fee policy taking effect in 2026 (NT$300 per metric ton CO_2e), Foxconn has completed GHG inventories and third-party verification for all of its sites in Taiwan and is progressively developing an internal carbon pricing mechanism to serve as a basis for investment decision-making.

Climate Information Disclosure and Transparency

Foxconn adopts the Task Force on Climate-related Financial Disclosures (TCFD) framework to systematically identify climate risks, assess financial impacts, and disclose response strategies. Since 2025, Foxconn has further aligned with International Financial Reporting Standard S2 (IFRS S2) and the Taiwan Stock Exchange Sustainability Report Guidelines to enhance the completeness and comparability of climate information disclosure.

In addition, since 2026, Foxconn has published the standalone Foxconn Technology Group Climate-related Information Disclosure Report Aligned with IFRS S2, providing detailed disclosures on climate scenario analysis and quantitative financial impact assessments, demonstrating the Company's transparency and commitment to action in climate governance.

Stakeholder Communication and Engagement

Foxconn maintains ongoing communication on climate issues with stakeholders through diverse channels:

- **Investors**: The Group holds annual ESG investor briefings to explain its climate strategy and decarbonization progress and to address issues of investor concern.
- **Customers**: The Group establishes climate partnerships with brand customers to jointly develop low-carbon product solutions and regularly reports supply chain GHG emissions data.
- **Suppliers**: Through the "Supply Chain Decarbonization Action Strategy," a cumulative total of 300 major electronics and mechanical component suppliers have completed ISO 14064 GHG inventories, achieving total carbon reductions of 1.45 million tCO_2e.
- **Employees**: Through internal training, climate workshops, and green innovation proposal mechanisms, the Group raises employee climate awareness and encourages participation in decarbonization actions.
- **Communities and NGOs**: The Group participates in local climate adaptation projects and collaborates with environmental organizations to advance ecological conservation initiatives.

Climate Risk and Opportunity Assessment

Foxconn's first step in responding to climate change is to systematically identify and assess climate-related risks and opportunities in conjunction with its core business. The Group has established a comprehensive climate risk management process in line with IFRS S2 and the Taiwan Stock Exchange's Sustainability Report Preparation Guidelines.

Identification Methodology and Process

Foxconn systematically identifies climate-related risks and opportunities annually through a cross-departmental collaboration mechanism:

Climate Workshops

Annual cross-departmental workshops are held, bringing together R&D, manufacturing, supply chain, finance, legal, and ESG management teams, along with external experts, to jointly discuss climate issues. The 2025 workshop placed a particular focus on supply chain GHG emissions management, product carbon footprint requirements, and the impact of extreme weather on production sites.

Stakeholder Communication

Concerns and expectations regarding climate change are gathered from both internal and external stakeholders through investor meetings, customer forums, employee opinion surveys, and supplier interviews. In 2025, multiple stakeholder interviews were conducted, covering major operating sites worldwide.

Scenario Analysis Collaboration

In collaboration with S&P Global, financial scenario analyses of transition risks and physical risks were conducted using the international scenarios developed by the IEA and IPCC, respectively, to quantify the potential impacts on Foxconn's operations and finances under different scenarios.

Risk Assessment and Prioritization

The ESG Core Team conducts materiality assessments of the identified risks and opportunities based on the two dimensions of "likelihood of occurrence" and "degree of impact," and prioritizes them accordingly.

Time Horizons and Impact Assessment

Based on Foxconn's established greenhouse gas reduction targets (a 42% reduction by 2030 relative to 2020, and net zero by 2050), the impact time horizons of climate risks and opportunities are classified as follows: short-term for the next 1–3 years (2026–2028); medium-term for 3–5 years (2028–2033); and long-term for more than 5 years (2033–2050).

Based on a comprehensive understanding of Foxconn's global manufacturing footprint and customer structure, the ESG Management Department assigns "high/medium/low" impact ratings to risks and opportunities for each time horizon and formulates corresponding response strategies.

Climate Scenarios

To systematically assess risks and opportunities under different climate scenarios, Foxconn, in collaboration with S&P Global, uses climate scenarios published by internationally recognized institutions for its analysis.

Transition Risk Scenarios

With reference to the International Energy Agency (IEA) 2024 World Energy Outlook, three energy transition scenarios are adopted

High Price	Moderate Price	Low Price
Net Zero Emissions (NZE) Scenario	Announced Pledges Scenario (APS)	Stated Policies Scenario (STEPS)
The world reaches net zero by 2050, with warming limited to **1.5° C**	Countries fully implement their announced climate pledges, with warming of approximately **1.7° C**	Only current policies are implemented, with warming of approximately **2.4° C**

Physical Risk Scenarios

With reference to the Shared Socioeconomic Pathways (SSPs) of the IPCC Sixth Assessment Report, extreme climate events are assessed under different warming scenarios

SSP1-2.6	SSP2-4.5	SSP5-8.5
SSP1-2.6 (Low Emissions)	SSP2-4.5 (Moderate Emissions)	SSP5-8.5 (High Emissions)
Aggressive mitigation, with warming of **1.3-2.4° C**	Moderate mitigation, with warming of **2.1-3.5° C**	Limited mitigation, with warming of **3.3-5.7° C**

Foxconn adopts SSP2-4.5 (the moderate emissions scenario) as its baseline to assess 10 physical risks at its global operating sites, including flooding, typhoons, extreme heat, and drought, and quantify their potential financial impacts. The analysis covers both Foxconn-owned assets and key supplier sites, with the time horizon extending into the 2090s.

Financial Impact Analysis Methodology

Transition Risks

In accordance with the TCFD and IFRS S2 principles, the Group conducts an in-depth analysis of the impacts of climate transition risks across policy, market, reputational, and technology dimensions.

- **Policy Risk**: Based on the Scope 1, Scope 2, and upstream Scope 3 emissions data combined with corporate revenue and expenditure information, the Group quantifies the impact of carbon pricing on operating costs, generating financial indicators such as carbon pricing risk exposure, the percentage increase in operating expenditure, the adjusted operating margin, and the risk-return metrics.
- **Market Risk**: Focusing on supply chain resilience, the Group analyzes the industry sectors and transaction values of its top 100 suppliers to quantify the potential cost "pass-through risk" faced by major suppliers as a result of carbon pricing, generating EBITDA-at-risk indicators for suppliers.
- **Reputation Risk**: Using S&P Global's latest methodology, the Group calculates a corporate reputational risk score (0–100) across the three dimensions of carbon performance, carbon budget adjustment, and climate disclosure. Through peer benchmarking, it also assesses carbon-intensity rankings, greenhouse gas emission pathways, alignment with the Paris Agreement, and the potential financial impact of market-share rebalancing.
- **Technology Risk**: Through peer benchmarking, the Group assesses the impact of the low-carbon transition on revenue, analyzing low-carbon product and service portfolio, low-carbon capital expenditure, and R&D investment, and identifies the revenue risks in transition-candidate industries in accordance with the EU Taxonomy.

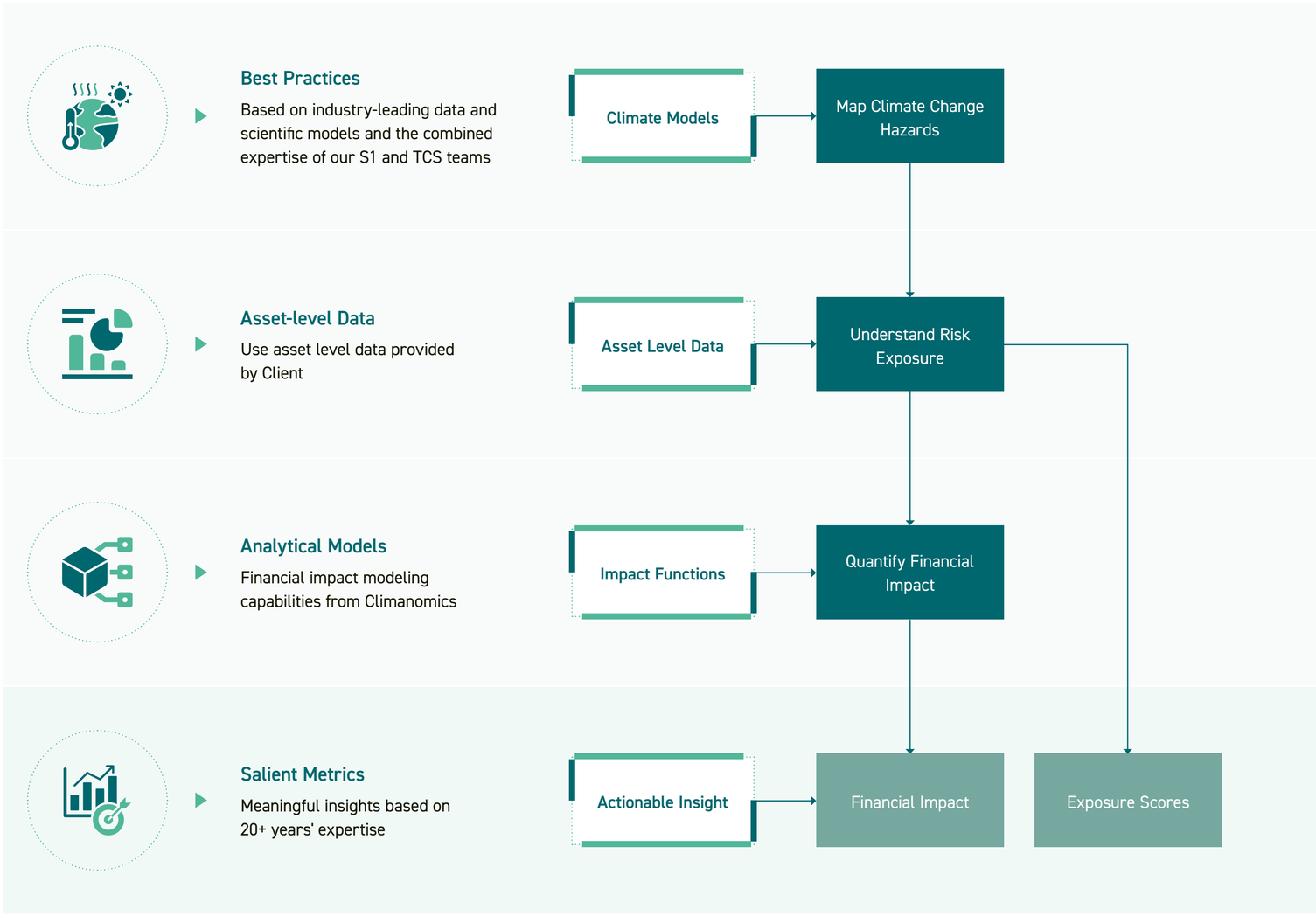
Physical Risks

For climate-related physical risks, the Group has commissioned S&P Global to apply asset-level, science-based assessment methodologies that combine climate models, hazard mapping, and financial quantification techniques to comprehensively assess the potential impacts of climate change on its operating sites.

The analysis covers ten major climate hazards, both acute and chronic risks, including tropical cyclones, riverine flooding, pluvial flooding, coastal flooding, extreme heat, extreme cold, wildfire, water stress, drought, and landslides. By leveraging data on the geographic location and asset type of each operating site (e.g., manufacturing plants, office buildings, warehousing facilities), S&P Global applies more than 2,000 impact functions to conduct risk-exposure analyses across more than 240 asset types.

The assessment methodology employs internationally widely used climate and natural disaster risk models and datasets, including NASA NEX-GDDP-CMIP6 downscaled climate projections, the Deltares Global Tide and Surge Model (GTSM) for tidal and storm-surge hydrodynamic modeling, and the WRI Aqueduct Water Risk Atlas for water risk data. The financial impact quantification covers three main pathways: increased operating expenditure (e.g., cleanup fees, repair costs), reduced revenue (e.g., losses from production interruptions), and asset impairment (e.g., structural damage to facilities). It ultimately generates a relative financial impact percentage for physical risks at each site by integrating financial indicators, such as impacts on net income and changes in book value, and expressing the results as a percentage of asset replacement value, to help the Group identify high-risk assets and formulate adaptation strategies.

Physical Risk Financial Impact Analysis Model



For detailed scenario assumptions, model parameters, and complete financial quantification results, please refer to the Foxconn Technology Group Climate-related Information Disclosure Report Aligned with IFRS S2.

2025 Material Risk and Opportunity Identification Results

In accordance with the IFRS S2 and TCFD frameworks, Foxconn has identified material climate-related risks and opportunities, covering both transition and physical risks, and has systematically inventoried and prioritized them by time horizon and primary impact channels. Based on the identification results, the Group has put forward corresponding key response strategies and further conducted financial quantification analyses of the principal risks (such as the assessment of the financial impact of carbon pricing risk and asset-level physical risk), to support subsequent risk management and resource allocation decisions.

Climate Transition Risk Assessment and Response Strategies

The Group deeply recognizes that the global transition to net-zero emissions will have significant, far-reaching impacts on industry operating models, manufacturing footprints, and supply chain management. In the face of increasingly stringent international climate regulations (such as CBAM and carbon pricing mechanisms), the continuously rising demands of brand customers for green manufacturing, and the capital investment requirements associated with the low-carbon technology transition, the Group has incorporated "climate transition risk" as a key risk management topic and regards it as a critical driver for advancing sustainable transformation and enhancing long-term competitiveness. To effectively address the related challenges, the Group has completed greenhouse gas inventories for its global campuses and set reduction targets aligned with the SBTi 1.5°C scenario. In terms of internal management, the Group continues to advance over a thousand energy-saving technology improvement measures and renewable energy deployment; in terms of external collaboration, through the "Supply Chain Decarbonization Action Strategy" and the "Supplier ESG Digital Management Platform," it works with value chain partners to jointly build a low-carbon and resilient supply chain system, ensuring the Group maintains its leading position in the global contract manufacturing market and strengthening its response capabilities under climate change.

Identification of Foxconn's Climate Transition Risks and Response Strategies

Risk Category	Specific Risk	Impact Time Horizon	Primary Impact Pathways	Key Response Strategies
Policy and Regulation	Strengthening of GHG emissions and energy consumption regulations	Short- to medium-term	• Increasingly stringent regulations at major production bases worldwide (e.g., dual control of energy consumption and GHG emissions in Mainland China, Taiwan's 2026 carbon fee, and carbon controls at Southeast Asian campuses) may drive up operating and manufacturing costs. • Failure to comply with local regulations in a timely manner may expose energy-intensive production lines to the risk of production curtailment or shutdown.	• Completed greenhouse gas inventories and third-party verification for global campuses, and tracks GHG emissions data across 160 global campuses in real time through the "Low Carbon Management Platform." • Completed verification across all Taiwan facilities in preparation for Taiwan's 2026 carbon fee and is progressively developing an internal carbon pricing mechanism to inform investment decisions. • Established and validated targets under the SBTi "1.5°C" pathway and "Net-Zero by 2050" commitment, ensuring alignment of the decarbonization roadmap with international standards.
	Carbon Border Adjustment Mechanism (CBAM)	Short- to medium-term	• The EU CBAM requires importers to purchase carbon certificates, directly increasing the export costs of products shipped to the EU (e.g., servers, networking equipment). • Excessively high product carbon footprints may weaken pricing competitiveness.	• Established a product carbon footprint inventory mechanism and integrated the "material carbon footprint module" into the "Supplier ESG Digital Management Platform." • Collaborates closely with brand customers to jointly develop low-carbon product solutions and green design, and plans to invest in carbon-negative technologies.
	Compliance and litigation risk	Short- to medium-term	• Heightened requirements of international climate disclosure standards (e.g., IFRS S2) increase the administrative costs of mandatory reporting and compliance. • Inaccurate disclosures or failure to meet committed targets may lead to divestment by investment institutions, fines, or climate litigation.	• Adopts the IFRS S2 and TCFD frameworks and, since 2026, publishes a standalone Climate-related Information Disclosure Report to enhance information transparency. • Established a global climate regulation tracking mechanism through the "Sustainability Promotion Office" and "Corporate Environment Division" to coordinate regulatory responses.

Risk Category	Specific Risk	Impact Time Horizon	Primary Impact Pathways	Key Response Strategies
Market	Rising supply chain costs	Medium- to long-term	• Upstream suppliers (e.g., of semiconductor chips, panels, and mechanical components) face carbon cost pass-through, leading to higher overall material costs. • Price fluctuations in low-carbon materials (e.g., recycled aluminum, recycled plastics) and renewable energy (green electricity) procurement compress contract manufacturing margins.	• Advanced the "Supply Chain Decarbonization Action Strategy," having guided 300 major suppliers to complete carbon inventories in 2025, with cumulative carbon reductions of **1.45 million** tCO_2e. • Required key suppliers to sign emissions reduction agreements, with a cumulative total of 56 suppliers committing to **100%** green electricity production in 2025. • Expanded localized procurement to reduce GHG emissions from long-distance transportation.
	Shifts in customer preferences	Medium- to long-term	• Leading international brand customers (e.g., Apple, major server manufacturers) strongly demand that the supply chain achieve carbon neutrality or 100% green electricity manufacturing. • Failure to meet brand customers' low-carbon and green manufacturing requirements may result in the risk of order transfers or loss of key orders.	• Established close climate partnerships with brand customers, committing to green electricity usage ratios for dedicated production lines. • Invested in circular economy and low-carbon manufacturing technologies, with recycled and circular material usage reaching **25,339** tonnes in 2025, of which recycled aluminum accounted for **68%**.
Technology	Low-carbon technology transition investment	Short- to long-term	• Production lines require large-scale investment in energy-saving equipment and smart manufacturing (e.g., AI factory) systems, involving substantial initial capital expenditure. • The construction costs of renewable energy infrastructure (e.g., rooftop solar and energy storage systems at campuses) are high. • The introduction of emerging low-carbon technologies (e.g., liquid cooling thermal technology for AI servers) involves uncertainties regarding technological maturity and yield rates.	• Implemented **1,753** energy-saving technological improvement projects in 2025, investing NT$2.048 billion, covering upgrades to air compressors, air conditioning, and process equipment. • Established the Foxconn Research Institute, focusing on forward-looking technologies such as AI, semiconductors, and next-generation communications, adding **78** patents related to "energy conservation and energy management" in 2025. • Established Taiwan's Kai-Hong Green Energy Fund and China's XuZhi FuNeng Fund, dedicated to green electricity investment to ensure long-term green electricity supply.
	Demand for low-carbon products	Medium- to long-term	• The power consumption of high-computing-power products such as AI servers has surged, significantly raising customer requirements for thermal management and overall equipment energy efficiency. • The need to introduce low-carbon materials, halogen-free components, and recyclable designs drives up product R&D and testing costs.	• Invested R&D resources in developing advanced liquid cooling thermal technology for AI servers, providing integrated cooling solutions from chip to rack level to lower data center PUE. • Established a product life cycle assessment (Simplified LCA) mechanism to incorporate decarbonization principles from the design stage. • Following the "**3+3+3**" strategy, developed low-carbon transportation solutions such as the Model T electric bus to capture opportunities in the green product market.
Reputation	Corporate image and value	Short- to long-term	• Capital markets place increasing emphasis on ESG scores; poor performance may affect green financing costs or lead to exclusion by ESG funds. • Failure to achieve net-zero commitments on schedule will trigger greenwashing concerns, damaging Foxconn's brand value as the world's leading contract manufacturer.	• Transparently disclosed climate strategies and progress, publishing an annual sustainability report and, since 2026, a standalone IFRS S2 climate report. • Actively participated in international industry low-carbon initiatives such as RE100 and the RBA supply chain decarbonization working group and responded to investor engagement such as CA100+.

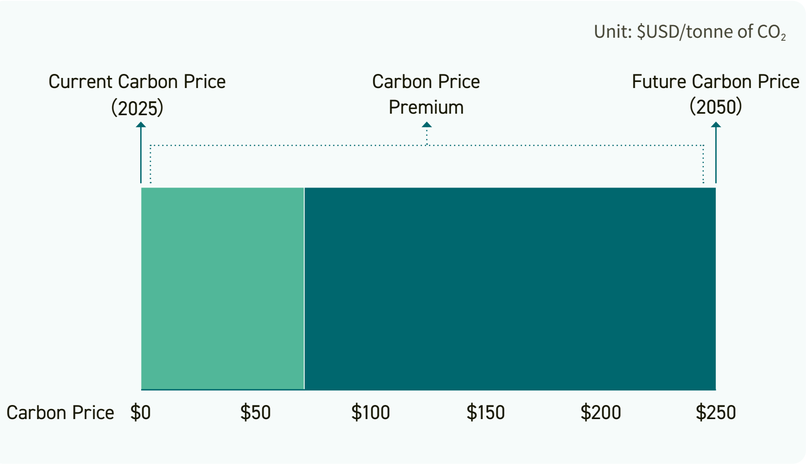
Financial Impact Analysis of Transition Risks

Policy Risk: Carbon Pricing Risk

To systematically assess the potential impact of policy changes on the Group's operating costs and profitability during the climate transition, Foxconn has adopted the carbon pricing policy risk analysis methodology developed by S&P Global Sustainable1 to conduct future carbon-cost stress tests across its major operating sites worldwide.

This analysis focuses on policy risk within transition risk, with carbon pricing risk as the principal item assessed. Methodologically, it combines external carbon price data and climate scenario assumptions with the Group's financial, greenhouse gas emissions, growth rate, and decarbonization target data to estimate the carbon-emission costs the Group may incur under different policy intensities and net-zero transition pathways, along with the associated financial impacts.

The core concept of the assessment is the "unpriced carbon cost", that is, the difference between the carbon-emission costs the company currently bears and the costs it may need to pay under stricter carbon controls or carbon-pricing regimes in the future. Sustainable1 further defines the gap between the current carbon price and the future target carbon price as the "carbon price risk premium," which reflects the additional cost pressure a company faces as future carbon pricing policies become more stringent.



In terms of analytical methods, the study uses the IEA's STEPS, APS, and NZE as the external scenario basis to establish future carbon price pathways under different policy intensities. The model further incorporates Foxconn's Scope 1 and Scope 2 emissions data across major operating regions including China, India, Vietnam, the United States, the Czech Republic, and Taiwan, and factors in upstream Scope 3 emissions, revenue and expenditure growth rates, a 2% long-term inflation adjustment, and the Group's SBTi decarbonization targets, to estimate future annual emission trends and the corresponding carbon costs.

The assessment results show that, benefiting from Foxconn's established decarbonization targets—including the SBTi-validated 42% reduction by 2030 and 63% reduction by 2035, as well as the long-term commitment to achieve net-zero emissions across the entire value chain by 2050—the potential carbon pricing cost at the Group level has a relatively limited impact on overall operating costs. Even under the high-carbon-price scenario (IEA NZE), by the 2030s, the potential carbon pricing cost remains below 0.2% of Foxconn's total operating expenditure.

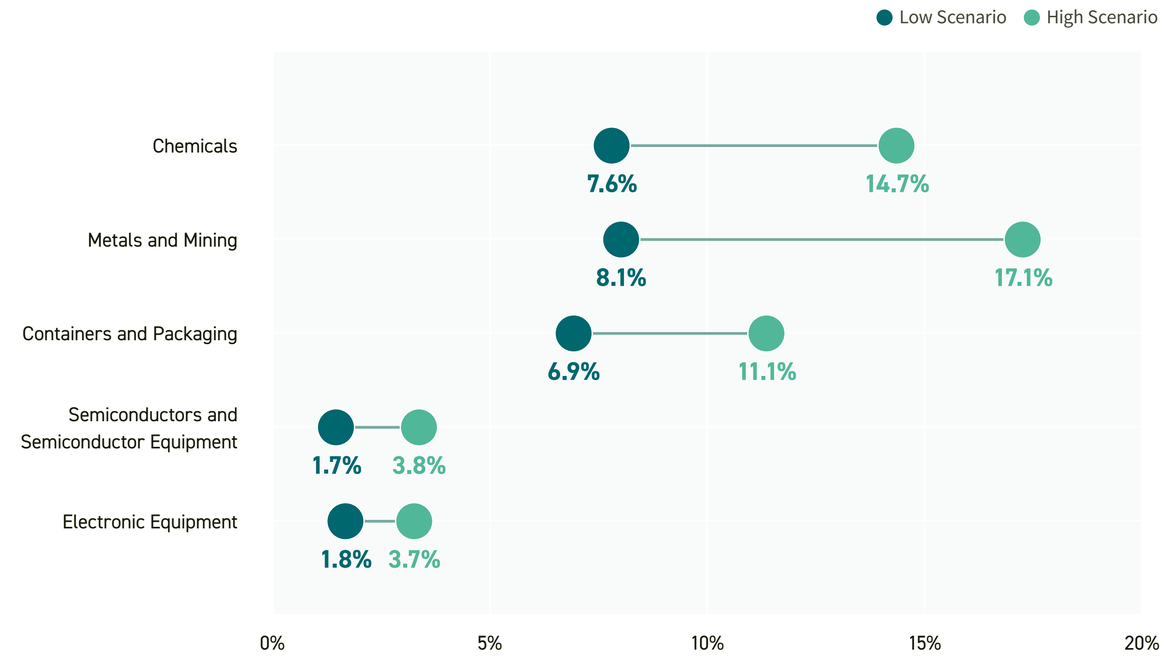
In terms of profitability, the impact of carbon pricing costs on the Group's profit margin is likewise limited, at less than 0.2%. Taking 2030 as an example, the baseline operating margin without carbon cost impact is approximately 3.72%; under the high-carbon-price scenario (IEA NZE), the carbon-cost-adjusted operating margin is approximately 3.56%, indicating that the Group has a certain capacity to withstand future carbon pricing risk under its established decarbonization pathway and transition planning.

For further financial analysis results and more detailed quantitative indicators, please refer to the IFRS S2 climate-related financial disclosure report published separately by Foxconn.

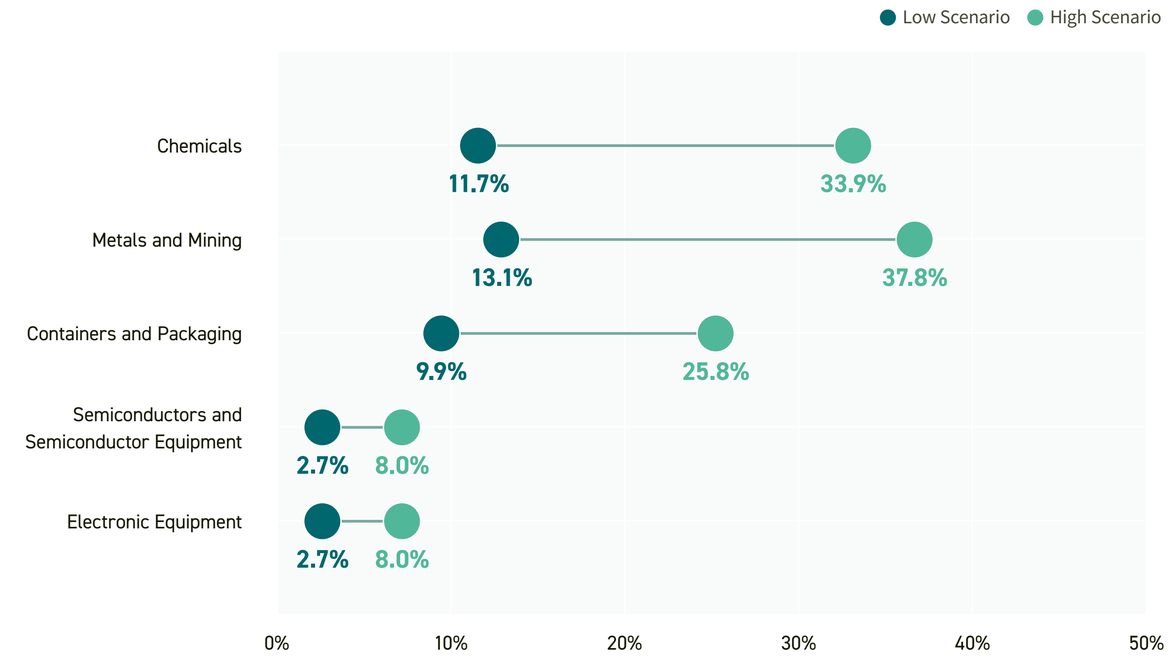
Market Risk: Supplier Carbon Pricing Pressure

In its market risk assessment, the Group focuses on analyzing the risk of rising supply chain costs arising from greenhouse gas emissions. The assessment uses the IEA's three energy transition scenarios and future trends in carbon prices to analyze the carbon price risk pressure faced by the Group's major suppliers and their respective industries under different scenarios and short-, medium-, and long-term horizons, using EBITDA risk as the quantitative indicator. This indicator calculates the proportion of carbon-emissions costs a supplier would need to pay at different points in time under transition scenarios relative to its EBITDA; industry EBITDA risk is the average risk proportion across suppliers within the same industry.

Average EBITDA-at-Risk by Major Industries in 2030



Average EBITDA-at-Risk by Major Industries in 2050



The analysis indicates significant differences in carbon price risk across industries within Foxconn's supply chain. Under the 2030 low-carbon price scenario, the electronic equipment, instruments, and components (1.8%) and semiconductors and semiconductor equipment (1.7%) industries face relatively lower EBITDA risk, reflecting their lower carbon intensity characteristics. In contrast, traditional manufacturing industries such as metals and mining (8.1%), chemicals (7.6%), and containers and packaging (6.9%) face higher carbon price pressure.

As time progresses and carbon prices rise, the risks across all industries increase significantly. Under the 2050 high-carbon price scenario, the EBITDA risk of the metals and mining industry rises to 37.8%, chemicals to 33.9%, and containers and packaging to 25.8%, indicating that high-carbon-intensity industries will bear greater cost pressure during the net-zero transition. The Group will prioritize collaboration with high-risk industry suppliers to advance decarbonization measures and will evaluate supply chain diversification strategies to reduce the impact of carbon price pass-through risk on operating costs.

For other related risk analysis results, please refer to the Foxconn Technology Group Climate-related Information Disclosure Report Aligned with IFRS S2.

Climate Physical Risk Assessment and Response Strategies

Climate change continues to intensify the frequency and severity of extreme weather events, posing increasingly significant physical risk challenges to global manufacturing sites and supply chain systems. Foxconn's assessment of climate-related physical risks covers both its own operating assets and key supply chain nodes, and systematically identifies, analyzes, and manages acute and chronic risks such as coastal flooding, typhoons, extreme heat, and water stress.

To enhance operational resilience and risk response capabilities, the Group employs international assessment tools such as S&P Global's scientific models and WRI Aqueduct to accurately identify high-risk campuses and deploy adaptation measures such as flood control, energy storage, and water conservation in advance. At the same time, through its in-house "e-SCRM Supply Chain Risk Management Platform," the Group enhances real-time monitoring, early risk warning, and agile response capabilities for natural disasters. The Group is committed to reducing the potential impact of climate disasters on precision manufacturing processes, capacity operations, and delivery schedule management, thereby ensuring operational stability and honoring its delivery commitments to customers.

Identification of Foxconn's Climate Physical Risks and Response Strategies

Risk Category	Specific Risk	Impact Time Horizon	Primary Impact Pathways	Key Response Strategies
Acute Physical Risks	Coastal flooding / Fluvial flooding / Pluvial flooding	Short- to long-term	• Extreme rainfall and storm surges may easily cause flooding of plants and warehouses located in coastal and low-lying areas. • Damage to precision process equipment, SMT (Surface Mount Technology) production lines, and inventory of electronic components due to flooding will lead to severe asset impairment and production line shutdowns. • Disruption to external logistics leads to shipment delays.	• Constructs flood barriers, flood control gates, enhanced stormwater drainage systems, and high-capacity pump sumps in high-risk areas (e.g., coastal or low-lying campuses). • Established the "e-SCRM Supply Chain Risk Management Platform" to monitor global natural disasters in real time and precisely assess the disaster status of surrounding suppliers. • Conducts regular annual flood control drills and purchases property loss insurance and business interruption insurance for key assets to transfer financial risks.
	Tropical cyclones / Typhoons	Short- to long-term	• Strong gusts and torrential rain may easily damage plant structures (e.g., cleanroom exhaust antennas, plant roofs, and exterior walls). • Unexpected power outages triggered by typhoons will cause scrapping of products on high-precision chip packaging and testing lines and precision assembly lines, equipment downtime, and production interruptions. • Closure of ports and airports leads to the inability to import raw materials on time.	• Established a campus typhoon dynamic monitoring mechanism and implemented standard typhoon-preparedness safety inspection procedures before typhoons strike. • Reinforces plant structures and outdoor facilities (e.g., cleanroom exhaust ducts, gas storage tanks). • Ensures all campuses are equipped with comprehensive backup emergency power systems (e.g., diesel generators and energy storage equipment); for example, the Lankao Campus has deployed a large-scale energy storage system of **7.8 MW / 15.63 MWh** to safeguard critical power supply. • Requires suppliers and logistics partners to establish typhoon emergency response and deployment plans and conducts real-time supply chain disruption risk warnings and material deployment through the "e-SCRM Platform."
	Wildfire	Medium- to long-term	• Wildfires may damage infrastructure such as power supply and communications around campuses, leading to external utility power outages. • Particulate matter and smoke (PM2.5) generated by burning deteriorate the surrounding air quality; if it penetrates cleanrooms with high cleanliness requirements, it will severely affect the yield of precision processes (e.g., semiconductors, lens modules). • Smoke harms employees' respiratory health, leading to difficulties in workforce allocation.	• Has implemented and passed ISO 14001 Environmental Management System certification at 100% of global campuses, incorporating wildfires and their secondary disasters into emergency preparedness and response procedures. • Establishes green belts and firebreaks around high-risk campuses and regularly clears flammable materials such as dead branches and fallen leaves. • Equips precision cleanroom production lines with high-efficiency air filtration systems (HEPA/ULPA) and real-time air quality monitors to automatically adjust the fresh air ratio when external atmospheric conditions deteriorate, safeguarding process yield. • Establishes a regular liaison mechanism with local fire and disaster relief units to ensure sound prevention mechanisms.

Risk Category	Specific Risk	Impact Time Horizon	Primary Impact Pathways	Key Response Strategies
Acute Physical Risks	Landslides / Debris flows	Short- to long-term	• Campuses located near hillsides or in geologically fragile areas may suffer direct damage to plant facilities and precision equipment due to landslides or debris flows triggered by heavy rainfall. • Disruption to external roads and rail/road transportation impedes employee commuting and raw material transportation, causing shipment and logistics delays.	• Strictly conducts environmental due diligence when selecting sites for new plants globally, avoiding high-risk slopes with unstable geology. • Regularly commissions professional geological institutions to assess the geological stability of hillsides around high-risk campuses, and constructs slope-protection steel piles, slope retaining walls, and slope displacement monitoring systems. • Formulates dedicated response procedures for debris flows and landslides, plans safe evacuation routes, and regularly conducts employee disaster-avoidance drills.
Chronic Physical Risks	Extreme heat	Medium- to long-term	• Sustained high temperatures significantly increase the air conditioning and cooling demands of cleanrooms, AI server testing lines, and data centers, causing surges in electricity costs and air conditioning operating loads. • Precision processing equipment operating in high-temperature environments is prone to overheat-protection shutdowns or reduced processing yields. • Operators in outdoor and non-air-conditioned areas face heat injury risks, affecting labor productivity and occupational safety.	• Invests in high-efficiency air conditioning systems and smart temperature control technologies, advancing energy-saving projects such as the "AI Energy Efficiency Ecological Reconstruction of the Chilled Water System," which precisely regulates chillers and substantially improves the overall energy efficiency of the plant rooms by 54%. • Optimizes the thermal insulation design of plant buildings, using heat-reflective insulation coatings, installing double-glazed hollow glass and rooftop shading facilities to reduce external heat infiltration. • Reasonably adjusts the shift schedules of outdoor operations and high-temperature production lines during heat warning periods, implements heat prevention and cooling measures for workers (e.g., providing cooling equipment, hydration stations, and electrolyte replenishment), and strengthens health monitoring.
	Water stress	Short- to long-term	• Processes such as surface treatment, electroplating, PCB (printed circuit board) manufacturing, and precision cleaning are highly dependent on stable, high-quality industrial water. • In the event of regional water stress, the Group may face government-imposed water pressure reduction or water restriction measures, potentially forcing capacity reductions or shutdowns and impacting customer order delivery.	• Uses the WRI Aqueduct tool to assess water risk at global sites annually, identifying that 31% of water consumption is located in extremely high water-risk areas and prioritizing these as key targets for water resource management and process water conservation. • Advances water resource diversification and recycling at campuses, setting an interim target of a **30%** reclaimed water utilization rate by 2030. By constructing high-efficiency wastewater treatment and recycling systems, the Group's water intensity in 2025 decreased by **41%** from the 2020 base year. • Expands AWS (Alliance for Water Stewardship) international sustainable water management standard certification; subsidiary Foxconn Industrial Internet (FII) received the world's first cross-basin group "Gold Certification," ensuring compliant and socially resilient water resource utilization.
	Drought	Short- to long-term	• Prolonged drought leads to the interruption of external water sources (tap water, river water withdrawal), competing for water with local residential or other industrial users, potentially resulting in a water supply crisis. • The cost of purchasing emergency water tankers is high, and high-frequency water transportation generates additional transportation GHG emissions and supply chain instability.	• Constructs rainwater recycling systems and large-scale water storage facilities at campuses to ensure emergency operating water reserves of 3–5 days or more in the event of external water supply interruptions. • Develops water-saving technologies and process optimization; for example, at the Lankao Campus, in collaboration with Beijing Enterprises Water Group, a cumulative **269,300** cubic meters of non-conventional water sources (reclaimed water) were used in 2025, reducing reliance on natural water sources. • Establishes comprehensive dry-season water condition monitoring and emergency deployment mechanisms, and signs priority water supply agreements with local governments and water utilities to ensure water security for critical processes.

Financial Impact Analysis of Physical Risks

Foxconn has further deepened its quantitative management of climate risks by adopting S&P Global's scientific modeling tools. Taking an asset-level approach as its core, the Group conducted a financial impact analysis of climate physical risks across 9 categories of climate hazards for both its owned assets and supply chain assets. The assessment methodology is detailed in the above section, "Financial Impact Analysis Methodology."

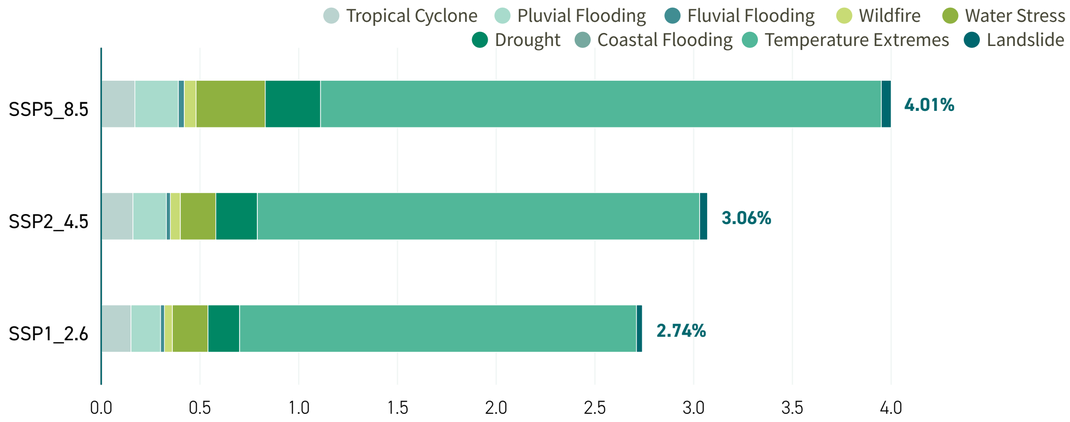
Physical Risk Analysis of Owned Assets

The Group conducted a relative financial impact analysis of 9 categories of climate physical risks for 248 owned assets across 24 countries and regions, based on the three primary IPCC scenarios (SSP1-2.6, SSP2-4.5, and SSP5-8.5).

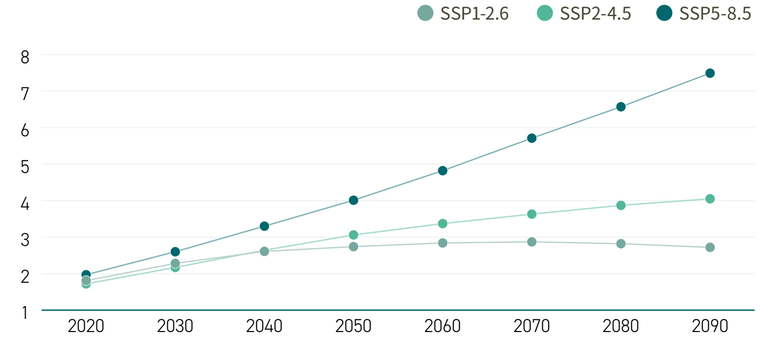
Across all three scenarios, the physical risks of the Group's owned asset portfolio exhibit a consistent structure dominated by chronic risks. Extreme heat and water stress are the most significant risk drivers at the Group level, with magnitudes markedly higher than those of acute events such as typhoons and floods. Through 2050, the primary source of rising risk is the continued escalation of extreme heat, indicating that heat-related stress will first be reflected in facility cooling loads, process environmental conditions, and personnel working environments.

Under the moderate emissions scenario (SSP2-4.5), the financial impact of climate physical risks on the Group's assessed assets accounts for 3.06% of asset value by the 2050s. Under the high-risk scenario (SSP5-8.5), this proportion rises to 4.01%. Of this, extreme heat contributes as much as 70% of the overall financial risk.

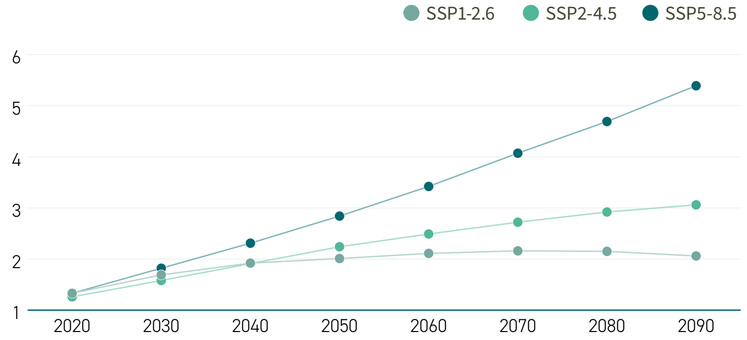
Modeled Average Annual Loss by Physical Risk Hazard — 2050s



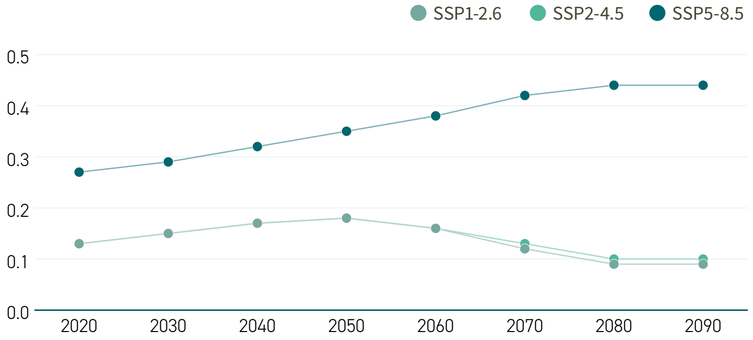
Overall Relative Financial Loss of Foxconn's Assessed Owned Assets (2020s–2090s)



Relative Financial Loss Due to Extreme Heat (2020s–2090s)



Relative Financial Loss Due to Water Stress (2020s–2090s)



The differences among the three scenarios primarily reflect increases in heat risk driven by rising temperatures and the degree to which drought risk intensifies. Under the high-emissions pathway, the pressures posed by water scarcity and drought on operational resilience and water resource management will emerge earlier. Under the low- and medium-emissions pathways, water stress peaks in the medium term before easing; however, under the high-emissions pathway, the associated risks rise more rapidly.

From an asset-level perspective, the top five highest-risk assets under all three scenarios before the 2050s show a high degree of consistency, indicating that the locational conditions and operational profiles of key sites primarily determine risk hotspots. Most high-risk assets are owned by operating sites such as general manufacturing plants or R&D laboratories. By contrast, leased office assets largely fall within a low-risk range of approximately 0.4% to 0.8%, reflecting that physical risks are more concentrated at key operating sites.

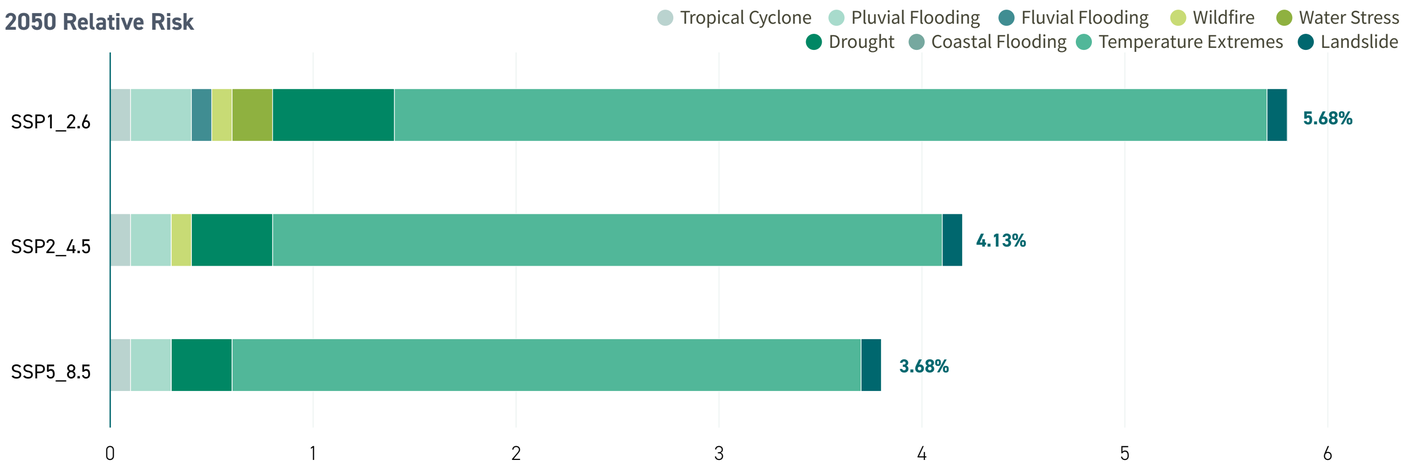
Examining the risk structure further, the risk composition of high-risk assets is highly concentrated. Based on the distribution of Foxconn's global operating sites, regions such as Eastern Europe, Brazil, Ukraine, and Mexico are more significantly affected by extreme heat in the 2050s; however, from the asset-end analysis, the top five high-risk assets are all located in the United States, with the primary risk types concentrated in extreme heat and water stress. Taking Foxconn's DFW campus in the United States as an example, its assessed financial impact from physical risk is the highest among all tested assets; under the SSP5-8.5 scenario, the risk primarily stems from extreme heat and water stress. Meanwhile, the Jundiaí campus in Brazil is primarily driven by water stress, compounded by the impact of extreme heat, and exhibits a more pronounced water-stress risk profile.

Physical Risk Analysis of Supply Chain Assets

In addition to assessing its own operating assets, Foxconn applied the same model to analyze the financial impact of climate hazards for 108 major supplier assets across 6 countries and regions. Similar to the Group's owned assets, the primary risk driver of the supply chain asset portfolio across the three scenarios is extreme heat, followed by drought, with risk continuing to rise through 2050.

The differences among the three scenarios primarily reflect the increased risks caused by warming. Under SSP5-8.5, extreme heat risk rises from 1.98% in 2020 to 4.29% in 2050, followed by drought risk, which rises from 0.15% to 0.56%, with increases exceeding those under SSP2-4.5 and SSP1-2.6.

Modeled Average Annual Loss by Physical Risk Hazard for Supply Chain Assets (2050s)





Climate Opportunities

While actively managing climate risks, the Group continues to capitalize on the emerging development opportunities presented by the net zero transition, integrating climate-related opportunities into its "3+3+3" operating strategy as a key driver of sustainable growth and industrial upgrading.

The Group is actively expanding into the electric vehicle sector (including complete vehicles and key components) and into advanced liquid cooling solutions for AI servers, continuously broadening green market opportunities. In addition, by expanding its "Lighthouse Factories" and adopting AI-powered smart energy management systems, the Group has effectively enhanced resource-use efficiency, process yield rates, and overall operational performance, while further strengthening its operational resilience under extreme climate scenarios. Looking ahead, Foxconn will continue to leverage green innovation, low-carbon technology development, and the development of a sustainable supply chain to transform climate challenges into opportunities for corporate growth, striving to become a key partner for global brand customers in advancing their net-zero targets.

Climate Opportunity Assessment and Response Strategies

Opportunity Category	Specific Opportunity	Impact Time Horizon	Potential Benefits	Key Strategies for Capturing Opportunities
Resource Efficiency	Enhancement of energy and water resource efficiency	Short- to long-term	• Substantially reduces the utility operating costs of global manufacturing bases through campus energy conservation and carbon reduction. • Reduces the financial impact of carbon fees/carbon taxes levied by various countries, enhancing profit margins. • Strengthens water self-sufficiency to ensure operational stability and resilience of production lines during dry seasons.	• Comprehensively advances the ISO 50001 Energy Management System, with **70** legal entities having passed certification in 2025, achieving a coverage rate of **43.2%**. • Introduces AI smart energy management systems, executing **1,753** energy-saving projects in 2025 with energy savings of **547 GWh**. • Advances water resource recycling, setting a target of a 30% reclaimed water utilization rate by 2030 and expanding the scope of AWS certification.
Energy Sources	Renewable energy procurement and self-construction	Short- to long-term	• Locks in long-term green electricity prices, hedging against the volatility risk of rising fossil fuel electricity prices. • Achieves the international commitments of **75%** green electricity usage by 2030 and RE100 by 2040. • Meets top brand customers' requirements for 100% renewable energy manufacturing, securing contract manufacturing orders.	• Actively signs long-term renewable energy power purchase agreements (PPAs), directly procuring **1,870 GWh** of green electricity in 2025, with green electricity usage reaching **68.37%**. • Expands investment in self-built solar projects, such as the planned 8 MW photovoltaic system at the Lankao Campus, with a combined **125.68 MW** planned across global campuses. • Ensures the green electricity needs of the Group and its supply chain through investment platforms such as Taiwan's Kai-Hong Energy and Mainland China's Xu-Zhi Fu-Neng Fund.
Products and Services	Green new business: complete electric vehicles and components	Medium- to long-term	• Capitalizes on the global net-zero trend and the ban on fuel vehicle sales to capture the vast new energy vehicle contract manufacturing and component market. • Expands the Group's global influence in the electric vehicle industry, creating a second revenue growth curve.	• In line with the "**3+3+3**" strategy, accelerates the development of the Model T electric bus and passenger electric vehicles through Foxtron. • Adopts the proprietary BOL (Build, Operate, Localize) business model, collaborating with local governments and enterprises to achieve capacity localization. • Deploys key electric vehicle components such as TCU, HPC, and smart cockpit through FIH (Foxconn International Holdings).

Opportunity Category	Specific Opportunity	Impact Time Horizon	Potential Benefits	Key Strategies for Capturing Opportunities
 Products and Services	Green new business: development of low-carbon and high-energy-efficiency products	Short- to long-term	• Benefiting from the AI wave, demand for high-energy-efficiency servers and advanced thermal solutions has surged. • Becomes customers' preferred partner for developing green computing, enhancing product gross margins, and adding value.	• Invests in the R&D of advanced liquid cooling thermal technology, providing complete low-carbon cooling solutions for AI servers from chip and module to rack level. • Cloud computing and high-efficiency data center solutions provided by subsidiary Foxconn Industrial Internet (FII) accounted for **66.75%** of its revenue in 2025, helping customers reduce PUE to 1.05. • Incorporates low-carbon design and circular economy principles into the ICT product development life cycle.
	Smart Manufacturing and Lighthouse Factories	Short- to long-term	• Enhances labor productivity, process yield, and on-time delivery rates. • Precisely reduces raw material loss and manufacturing GHG emissions through digital twin and automation technologies.	• Continues to expand "Lighthouse Factories" recognized by the World Economic Forum (WEF), driving green digital transformation with AI and IoT technologies. • Through projects such as CNC intelligent automation production lines, it replaces traditional production lines with AGV/AMR unmanned handling, achieving an energy-saving rate of **38%**. • Advances zero waste to landfill, having obtained a cumulative **40** UL2799 zero waste to landfill certifications in 2025.
 Value Chain Resilience	Green supply chain collaboration	Short- to long-term	• Reduces the overall Scope 3 carbon footprint and strengthens the supply chain's resistance to climate regulations. • Enhances the Group's overall ESG rating, meeting international customers' rigorous scrutiny of green supply chains.	• Advances the "Supply Chain Decarbonization Action Strategy," having completed carbon inventories for **300** major suppliers in 2025, and launched the "large enterprises supporting smaller ones" program, driving **30** tier-2 suppliers to complete data collection. • Through the "Supplier ESG Digital Management Platform," requires **56** suppliers to commit to using **100%** green electricity to manufacture Foxconn products, achieving an annual carbon reduction benefit of **240,000** tCO_2e.
 Climate Resilience	Resilience building to address climate physical risks	Short- to long-term	• Reduces the risk of operational interruptions and supply chain disruptions caused by extreme weather, lowering asset repair costs. • Maintains high-precision production line operations and on-time delivery during natural disasters, highlighting operational stability, thereby strengthening customer trust and even capturing "hedged order transfer" opportunities when peers are unable to deliver.	• Adopts S&P Global science-based models for climate scenario analysis and asset-level physical risk assessment and accordingly conducts adaptive hardware upgrades for high-risk campuses (e.g., flood prevention facilities, backup energy storage power). • Uses the "e-SCRM Supply Chain Risk Management Platform" to monitor global natural disaster dynamics in real time, building a resilient supply chain with early warning and agile material deployment capabilities. · Expands AWS international sustainable water management certification to strengthen water resource deployment and regional drought resistance.

Climate Risk Management

Foxconn has incorporated the identification and assessment of climate risks into its enterprise risk management process. Through scientific modeling and multi-scenario pathway analyses, the Group identifies and assesses—at the asset level—the likelihood and magnitude of climate risks' impacts on its operations and supply chain, and then ranks the risks by level to formulate corresponding response measures. For the complete risk management system and the results of the climate risk prioritization assessment, please refer to the Group's 2026 IFRS S2 Climate-related Disclosure Report.

Strengthening Climate Resilience

In the face of the transition and physical risks posed by climate change, Foxconn has developed a science-based climate resilience strategy, advancing risk mitigation and climate adaptation in parallel to ensure the long-term sustainable development of its operations.

Climate Risk Mitigation Strategies

Science-Based Targets Initiative (SBTi) Commitment

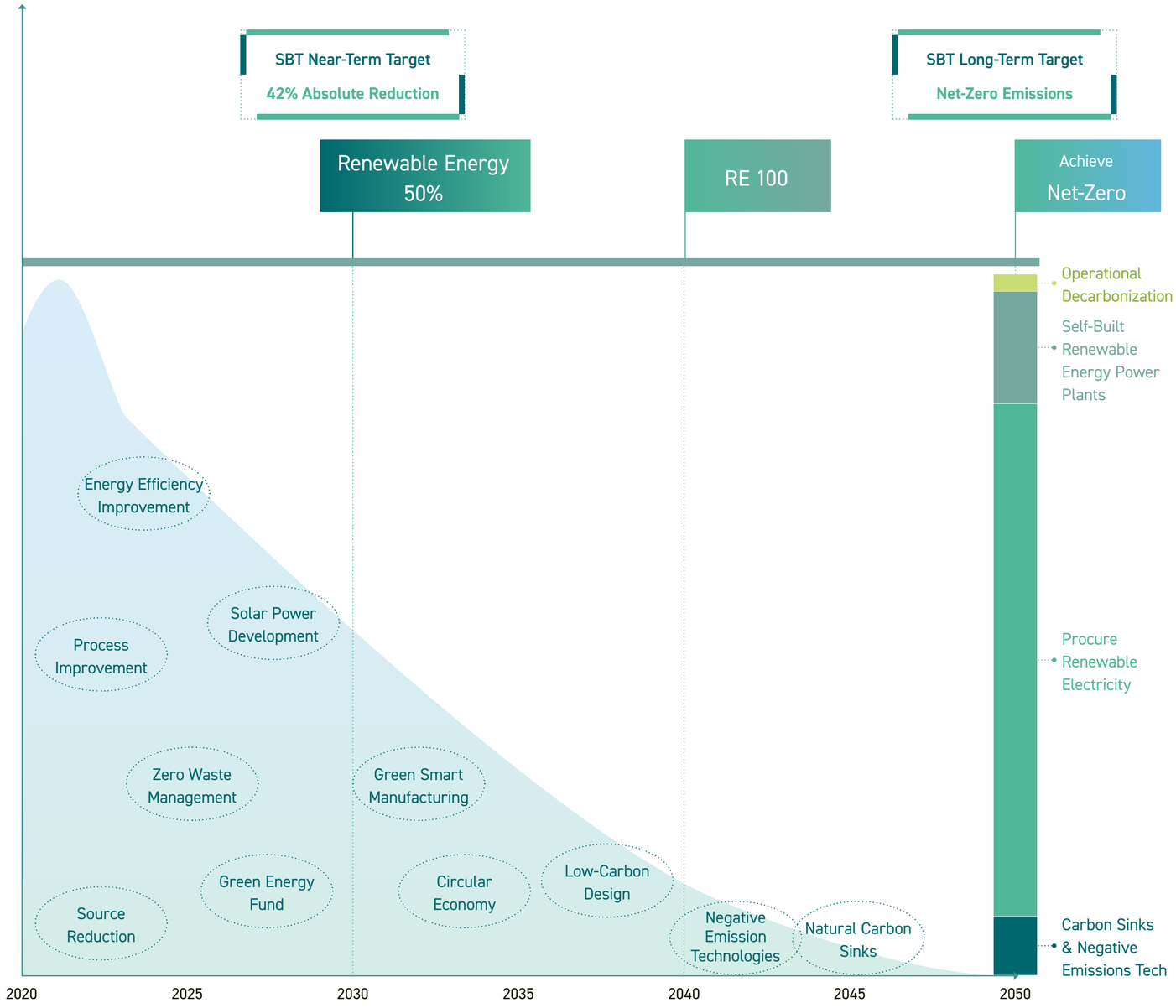
In November 2020, the Group became the first Taiwanese enterprise to set a target of net-zero greenhouse gas emissions across its value chain by 2050. In January 2021, it submitted an emissions-reduction commitment letter aligned with a 1.5°C warming pathway to the Science Based Targets initiative (SBTi) and formally passed target validation in April 2024. Foxconn actively adopts stringent standards set by institutions such as the SBTi, formulates climate action targets using science-based methodologies, and further develops a net-zero GHG emissions roadmap. Our net-zero emissions pathway prioritizes emissions reductions from our own operations (≥3%) and self-developed on-site renewable energy facilities (≥5%); after prioritizing reductions from our own operations, we then combine other decarbonization strategies, such as the adoption of renewable electricity (≤82%) and carbon sinks and carbon-negative technologies (≤10%), actively implementing various action guidelines to advance toward our net-zero target.

Foxconn's carbon reduction targets include:

Group Overall Net Zero Target: Foxconn commits to achieving net zero greenhouse gas emissions across its entire value chain by 2050.

- **Near-Term Target**: Foxconn commits to reducing absolute Scope 1, 2, and 3 greenhouse gas emissions by 42% from the 2020 baseline by 2030.
- **Long-Term Target**: Foxconn commits to reducing absolute Scope 1, 2, and 3 greenhouse gas emissions by 90%* from the 2020 baseline by 2050.

Note. After reducing emissions from the company's own operational activities by more than 90%, residual GHG emissions are reduced through supplementary measures such as carbon sinks or carbon-negative technologies to achieve net-zero GHG emissions by 2050.



Clean Technology Products and Services

Foxconn Technology Group continues to advance the low-carbon and intelligent development of its products and services, applying clean technology across fields such as cloud computing, communications and mobile network equipment, industrial internet, resource recycling, alternative energy, clean transportation, zero-emission vehicle-related products, automotive electronics, and green buildings, through its business divisions, subsidiaries, and affiliated investments.

The clean technology products and services disclosed by the Group are classified based on whether the product or service possesses clear environmental benefits, covering aspects such as enhancing energy efficiency, reducing resource consumption, promoting resource circularity, supporting renewable energy applications, supporting the development of electric vehicles and low-carbon transportation, and assisting customers with energy and carbon management.

According to publicly disclosed information from the Group's subsidiary FII (Foxconn Industrial Internet) for the reporting year, revenue from products and services classified as clean technology accounted for 76.53% of the subsidiary's total revenue. Cloud computing-related energy-efficiency enhancement and IT optimization services and infrastructure were the primary contributors, accounting for 66.75% of the subsidiary's total revenue, followed by pollution prevention and recycling solutions at 8.84%. The remaining clean technology applications included industrial automation, low-carbon digital management platforms, alternative energy, zero-emission vehicle-related products, and green building lighting.

Carbon Reduction in Own Operations and Clean Technology

To more effectively advance carbon reduction in its own operations, Foxconn is actively pursuing related plans, including:

- **Energy Efficiency Enhancement**: Enhance energy efficiency by 30% by 2030 through process optimization, equipment upgrades, and smart energy management.
- **Renewable Energy Transition**: Procure renewable energy on a large scale and develop self-built soar facilities.
- **Process Electrification**: Progressively phase out fossil fuels and promote process electrification and low-carbon fuel substitution.
- **Circular Economy**: Increase the resource recycling and utilization rate to reduce GHG emissions associated with raw material.

The ESG-E Task Force coordinates the formulation of green electricity ratio targets and provides decarbonization pathway planning and technical services to support the Group's deployment of green electricity, solar photovoltaic power stations, and Renewable Energy Certificates (RECs). Combining customer requirements with the Group's overall targets, each functional department formulates feasible annual plans tailored to its needs and submits them to the operations management function for review. Depending on the conditions and resources available for self-development at each operating site, decisions are made on whether to develop projects independently, jointly develop them with external third parties, or pursue them through acquisitions, advancing different plans in parallel. In recent years, the Group has undertaken energy transition measures worldwide, including solar photovoltaic power generation, investments in green energy power plants, and the purchase of green electricity and RECs, to secure renewable attributes for its electricity consumption. For the Group's renewable energy development strategy, including self-built photovoltaics and green electricity procurement strategies, please refer to the "Renewable Energy Development" section under Energy Management in this chapter.

Clean Technology Category	Primary Legal Entities / Businesses	Products and Services	Environmental Benefits
Energy Efficiency Improvement and IT Optimization Services and Infrastructure	FII (Foxconn Industrial Internet)	Cloud computing, data center solutions, liquid cooling technology, modular computing and storage units, and computing power hosting and leasing services	Improves computing power efficiency, reduces data center energy use efficiency, and lowers customers' need to build their own data centers
Pollution Prevention and Recycling Solutions	FII (Foxconn Industrial Internet)	Scrap aluminum recycling technology solutions, recycling service platform, and the use of recycled metals	Promotes resource circularity, reduces the use of virgin materials, and cuts GHG emissions
Alternative Energy Products	FII (Foxconn Industrial Internet)	Commercial power station inverters, commercial and industrial inverters, and lithium battery packs	Supports solar power generation, energy storage, and smart grid applications
Clean Transportation and Zero-Emission Vehicles	Foxtron (FOXTRON Vehicle Technologies)	Model T electric bus, passenger EVs, EV platform, and complete-vehicle design and manufacturing services	Supports the electrification of public transportation and reduces air pollution and noise during the use phase
Key EV Components and In-Vehicle Electronics	FIH (Foxconn International Holdings) and related automotive businesses	TCU, HPC, ZCU, smart cockpit, ADAS, and in-vehicle electronics manufacturing services	Supports the intelligent development of new energy vehicles, vehicle energy management, and low-carbon transportation applications
Low-Carbon Digital Management Platform	FII (Foxconn Industrial Internet) and related businesses	Carbon inventory tools, energy management platform, and low-carbon value chain platform	Supports corporate carbon accounting, energy monitoring, and supply chain carbon footprint management

Energy Efficiency Improvement and Data Center Services



In cloud computing and data center services, the Group's subsidiary, FII (Foxconn Industrial Internet), helps customers enhance computing efficiency and reduce data center energy use through high-efficiency data center solutions, liquid cooling technology, modular deployment, and flexible scheduling of computing resources. According to FII's public disclosures, its related products, through high-energy-efficiency data center solutions, can reduce data center PUE to 1.05, reducing energy consumption by approximately 40% compared with traditional air-cooled data centers. Customers can obtain high-density, low-PUE computing power infrastructure without building their own server rooms.

Resource Circularity and Recycled Materials



In the area of resource circularity, the Group's subsidiary FII advances recycled-metal recovery and green manufacturing technologies and has established a resource recycling and reuse platform to help upstream and downstream players in the industry chain achieve scrap recovery, trading, reprocessing, and process management. According to FII's public disclosures, recycled materials account for 20.73% of the plastic raw materials used in its products, with recycled plastic raw material usage reaching 1,937 metric tons in 2025; the proportion of recyclable metals used in its end-product precision mechanical components reached 85%, reducing metal use by 43,086.31 metric tons and cutting GHG emissions by 590,621 tCO2e over the year.

Low-Carbon Transportation and Electric Vehicles



In the area of green transportation and zero-emission vehicle solutions, the Group advances the development of electric vehicles and a smart transportation ecosystem through Foxtron, encompassing electric buses, passenger EVs, EV platform technology, and complete-vehicle design and manufacturing services. Leveraging a software-defined architecture, vehicle system integration, and the CDMS (Contract Design and Manufacturing Service) business model, Foxtron supports the low-carbon transition of public transportation and the automotive industry. Among these, the MODEL T electric bus has been deployed in public transportation scenarios; with its low-carbon, low-noise, and smooth-ride characteristics, it helps cities improve air quality, reduce traffic noise, and advance the electrification of public transportation systems. The MODEL T can also help digitalize bus depots and operational processes, serving as part of the smart city transportation infrastructure. The MODEL T is Foxtron's first independently developed commercial vehicle and has completed accelerated durability testing of 200,000 km and rigidity and strength testing of more than 1,000 hours. According to the Group's existing sustainability disclosures, each MODEL T electric bus can help a city reduce GHG emissions by 34.44 metric tons per year; the MODEL C achieves an energy efficiency of 7.6 km/kWh and compared with a gasoline vehicle's average GHG emissions of 0.23 kg per kilometer, it reduces GHG emissions by approximately 0.17 kg per kilometer. The above data were disclosed in the 2024 Foxconn Technology Group Sustainability Report.

Low-Carbon Digital Management Platform



In the area of low-carbon digital management, the Group's subsidiary FII, based on the energy and carbon management needs of manufacturing enterprises, has established carbon inventory tools, an energy management platform, and a low-carbon value chain platform to help enterprises carry out carbon accounting, smart energy management, GHG emissions data tracking, and supply chain low-carbon collaboration, thereby enhancing the transparency of GHG emissions management and the traceability of decarbonization actions.

Alternative Energy Products



In the alternative energy products area, the Group's subsidiary FII provides commercial power station inverters, commercial and industrial inverters, and lithium battery packs to support solar power generation, energy storage, and smart grid applications. According to FII's public disclosures, the maximum conversion efficiency of its commercial power station inverters reaches 99.01%, while that of its commercial and industrial inverters reaches 98.6%; these can be paired with related systems to enhance power generation efficiency and energy conversion benefits.

Key EV Components and In-Vehicle Electronics



In terms of key electric vehicle components and automotive electronics, the Group's FIH (Foxconn International Holdings) focuses on core businesses such as smart manufacturing, automotive electronics, and manufacturing equipment/robotics, and provides end-to-end design, development, and manufacturing services. According to the FIH 2025 ESG Report, its core businesses cover smart manufacturing, automotive electronics, and manufacturing equipment/robotics, with operating sites in Taiwan, Mainland China, India, Vietnam, Mexico, and the United States. FIH's automotive electronics business covers solutions such as the Telematics Control Unit (TCU), High Performance Computing (HPC) platforms, Zone Control Units (ZCU), smart cockpits, and Advanced Driver Assistance Systems (ADAS), supporting the communication, computing, control, and vehicle management needs of electric vehicles and smart mobility applications. The FIH 2025 Annual Report also discloses that its TCU products have obtained dual certification for ISO 26262 functional safety and ISO/SAE 21434 vehicle cybersecurity, and that its plants in Mexico, Vietnam, and Mainland China have obtained IATF 16949 certification.

Regarding the recognition of clean technology revenue, the Group applies a conservative principle to FIH's automotive electronics-related products, including in the clean technology category, only those products and services that can be clearly matched to new energy vehicles, electric vehicle platforms, energy management, or low-carbon transportation applications and are supported by financial revenue data. Those whose use or revenue attribution cannot be clearly separated are excluded from the quantitative revenue calculation.

Supply Chain Decarbonization

Foxconn continues to advance its "Supply Chain Decarbonization Action Strategy" to help suppliers build decarbonization capabilities. The Group has established the following supplier net-zero emissions policies and requirements:

- Suppliers must commit to achieving net-zero emissions by 2050 and set science-based targets (SBTs); where end customers impose stricter requirements, the customer's requirements take precedence.
- Suppliers must annually disclose third-party-verified GHG emissions data and decarbonization results on the Supplier ESG Digital Management Platform.
- Suppliers should implement energy-saving and carbon-reduction projects (such as building solar power facilities, using renewable energy, and promoting zero waste to landfill) to reduce GHG emissions. The Group also conducts energy-saving and carbon-reduction performance assessments, using the results to identify high- and low-performing ESG suppliers.

In 2025, the Group supported 300 major suppliers completed their 2024 carbon inventories, and through carbon-reduction measures and the adoption of green electricity, cumulative carbon reductions reached 1.45 million tonnes CO_2e. At the same time, Foxconn has established a supplier net-zero carbon performance evaluation mechanism, assessing across five dimensions—management mechanisms, GHG emissions disclosure, decarbonization actions, net-zero commitments, and responsibility extension—and completed the evaluation of 300 major suppliers in 2025. It has also formulated supplier decarbonization implementation plans and actively encourages partners to launch net-zero carbon actions. For detailed information on supplier greenhouse gas emissions and low-carbon actions, please refer to the 2025 Supplier Responsibility Report.

GHG Inventories of Major Suppliers
300 major suppliers

Emissions Reduction Milestone
145 million tonnes CO_2e

Net-zero & GHG Performance Evaluation Mechanism
5 dimensions

Supplier ESG Digital Management Platform

Group Supplier Energy Conservation and Carbon Reduction Management Strategy

Step 1

Drive suppliers to conduct internal GHG inventories according to the ISO 14064-1 standard.

Carbon Inventory
(Short-Term)

- Collect corporate carbon emission data
- Obtain third-party verification
- Disclose carbon data externally

Step 2

Drive suppliers to set reduction targets, implement carbon reduction plans, and review progress.

Carbon Reduction
(Medium-Term)

- Energy retrofits: Replace low-efficiency equipment
- Energy monitoring: Establish an energy management center
- Target management: Implement carbon reduction targets

Step 3

Drive suppliers to formulate and execute carbon neutrality roadmaps, achieving targets year by year.

Carbon Reduction
(Long-Term)

- Align with the Group's CA100+ initiative
- Formulate low-carbon transition strategies
- Build self-owned solar PV systems or purchase clean energy

Physical Risk Response Strategies

Based on the results of S&P Global's climate scenario analysis, Foxconn conducts multi-type physical risk assessments of its global operating sites using an asset-level approach and compares risk exposure across different scenarios and time periods using relative financial risk indicators, serving as a basis for strategic planning and capital allocation decisions.

The analysis results show that the core drivers of rising risk for Foxconn through 2050 are chronic risks such as extreme heat and water stress; under the high-emissions pathway (SSP5-8.5), the amplification of water-related pressures is more likely to push up the upper bound of risk at key sites. Accordingly, the Group adopts a dual-track strategy of "prioritizing adaptation to reduce the vulnerability of key operating sites, while using mitigation to limit the extent of long-term risk escalation," and translates the risk analysis results into an actionable roadmap for site resilience and decarbonization actions.

Axis One: Adaptation Strategy — Differentiated Resource Allocation by Scenario and Site to Reduce the Vulnerability of Key Sites

The Group prioritizes "thermal resilience + water resilience" as its adaptation directions and allocates resources on a differentiated basis according to the risk characteristics of each site:

1. Strengthening Thermal Resilience

Group-level trends show that extreme heat continues to rise across all three scenarios, making it the most consistent and predictable source of medium-term risk. Foxconn will prioritize the following measures at key operating sites in risk hotspots:

- Enhance the efficiency of plant cooling systems and the heat-resistant design of key equipment
- Establish heatwave response mechanisms covering working-environment management and personnel health and safety
- Position thermal resilience as a core direction of medium-term adaptation investment

2. Enhancing Water Resilience

For sites with higher water stress risk that may exhibit an amplification effect under high-emissions scenarios, the Group will advance a combination of "water resource diversification + efficiency improvement" measures:

- Increasing the recovery and recycling rate of process water
- Introducing industrial reclaimed water and municipal reclaimed water
- Strengthening backup water sources and dispatch flexibility
- Expanding the scope of Alliance for Water Stewardship (AWS) certification to systematically reduce the impact of water supply uncertainty on production capacity and delivery

3. Protection of Sites Exposed to Acute Disasters

For sites located in areas highly exposed to heavy-rainfall or riverine flooding, the Group will continue to strengthen the following protective capabilities:

- Enhance drainage capacity and necessary flood-control facilities
- Strengthen the protection of buildings and equipment
- Ensure the resilient design of backup power and critical utility systems (such as pumping/drainage and cooling) to reduce the risk of operational disruption caused by sudden events.

Axis Two: Mitigation Strategy — Reducing the Magnitude of Long-term Risk Expansion through Decarbonization and Energy Efficiency Enhancement

The scenario analysis results show that SSP5-8.5 exhibits a greater increase in heat- and water-related risks than SSP1-2.6 / SSP2-4.5. The Group regards its decarbonization strategy as an important means of narrowing the risk gap between long-term scenarios: in addition to continuing to advance energy efficiency improvements, process improvements, and renewable energy use, it will also prioritize measures with "adaptation-mitigation synergy benefits," including:

- **High-efficiency cooling and air-conditioning systems**: Simultaneously reduce energy consumption and shutdown risk under high-temperature scenarios
- **Smart energy management and load management**: Enhance system resilience during heatwaves
- **Water- and energy-saving processes and recycling systems**: Simultaneously ease water and electricity pressures

Through the above synergistic measures, the overall investment benefit and financial resilience are enhanced.

Execution Mechanism: From Risk Analysis to Action Management

To ensure that risk quantification outcomes can be transformed into trackable management performance, the Group will advance the following execution plans based on the results of this asset-level analysis:

1. Grading and Prioritization of High-Risk Sites

Based on the high-risk asset lists for 2030 and 2050, establish a site grading management mechanism and accordingly set annual adaptation investment priorities.

2. Transforming Risk Sources into Engineering and Operational Indicators

Break down major drivers such as extreme heat, water stress, and drought into measurable engineering and operational KPIs (e.g., cooling efficiency, available backup water volume, recycling rate, water supply interruption tolerance time), and incorporate them into campus resilience improvement projects for tracking and management.

3. Scenario-Oriented Resilience Investment Assessment

Use SSP2-4.5 as the primary planning baseline while conducting stress tests with SSP5-8.5 to examine resilience gaps and additional investment needs under high-risk pathways, avoiding situations where key sites experience rapidly rising risk in the medium term without adequate preparation.

4. Alignment with the IFRS S2 Disclosure Framework

Incorporate the risk assessment results, adaptation investment plans, expected benefits, and execution progress of high-risk sites into the disclosure framework for climate governance, risk management, and metrics and targets, strengthening the comparability and auditability of the information.

GHG Emissions

GHG Emissions Inventory and Management

Foxconn continuously monitors its annual greenhouse gas emissions to ensure the effective implementation of its decarbonization strategy. To enhance the collection efficiency, management quality, and analytical precision of its global GHG emissions data, the Group's Corporate Environmental Division and IT team jointly established the "Low Carbon Management Platform." Based on the Group's operational characteristics, the platform establishes a standardized, multi-tier collaborative carbon inventory framework that enables real-time tracking of current GHG emissions, supports verification and assurance management, and facilitates the formulation of decarbonization strategies.

The Low Carbon Management Platform covers the Group's Scope 1, Scope 2, and Scope 3 GHG emissions information and automatically interfaces with the financial system. It has successfully rolled out to 160 business group campuses worldwide. Through digital management, Foxconn not only improves carbon inventory efficiency but also tracks each campus's decarbonization progress in real time, laying the foundation for achieving its targets of a 50% emissions reduction by 2030 and net zero by 2050.

Inventory Scope and Methodology

Foxconn follows the Greenhouse Gas Protocol (GHG Protocol), adopting the operational control approach as the basis for its inventory, covering major operating sites worldwide. The inventory scope includes:

- **Scope 1 (Direct Emissions)**: Stationary combustion sources (boilers, generators), mobile combustion sources (company vehicles), process emissions, and fugitive emissions (refrigerant leakage).
- **Scope 2 (Energy Indirect Emissions)**: Purchased electricity, steam, and cooling, calculated using both the "location-based" and "market-based" methods.
- **Scope 3 (Other Indirect Emissions)**: Covers 15 categories, including purchased goods and services, capital goods, upstream and downstream transportation, employee commuting, business travel, and use of sold products, etc.

The Global Warming Potential (GWP) values are based on those from the IPCC Sixth Assessment Report (AR6) to ensure alignment with the latest international scientific basis. The Group's greenhouse gas emissions data across all scopes have undergone third-party assurance, ensuring transparent and reliable information.

2025 Emissions Performance

Scope 1 and Scope 2 Emissions

In 2025, Foxconn continued advancing its decarbonization measures, aiming to reduce greenhouse gas emissions even as its business expanded.

- **Scope 1 Emissions**: Scope 1 emissions in 2025 were 320,793 tCO_2e, a decrease of 6.1% from 341,472 tCO_2e in 2024, with an inventory coverage rate of 100%.
- **Scope 2 Emissions (Location-based)**: Emissions in 2025 were 5,984,162 tCO_2e, a decrease of 0.5% from 6,012,680 tCO_2e in 2024, with the inventory coverage rate maintained at 100%.
- **Scope 2 Emissions (Market-based)**: Emissions in 2025 were 2,194,704 tCO_2e, a decrease of 3.4% from 2,272,277 tCO_2e in 2024, reflecting the results of renewable energy procurement and self-built solar power generation, with an inventory coverage rate of 100%.

Overall, total Scope 1 plus Scope 2 emissions (market-based) in 2025 were 2,515,497 tCO_2e, a decrease of 3.8% from 2,613,750 tCO_2e in 2024. Despite continued business growth, Foxconn successfully achieved a decline in absolute emissions through the active adoption of renewable energy, the advancement of energy-saving measures, and process optimization, demonstrating strong execution in decarbonization.

Group Greenhouse Gas Emissions, 2022–2025

	2025	2024	2023	2022	2025 Emission Target
GHG Emissions Scope 1	320,793.44	341,472.40	258,108.18	222,295	Using 2020 as the base year, the Group aims to reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 21% in 2025.
Coverage Rate	100%	100%	100%	100%	
GHG Emissions Scope 2 — Location-based	5,984,161.72	6,012,680.13	5,442,507.49	/	
Coverage Rate	100%	100%	100%	/	
GHG Emissions Scope 2 — Market-based	2,194,703.86	2,272,277.12	2,421,127	5,535,324	
Coverage Rate	100%	100%	100%	100%	

*The 2025 target uses 2020 as the base year, committing to a 21% reduction in absolute Scope 1 + Scope 2 emissions (base-year emissions: 5,417,602 metric tons CO_2e).

**The significant decline in Scope 2 (market-based) in 2023 was primarily due to the large-scale adoption of renewable energy.

***The base year is 2020 (Scope 1: 152,602 metric tons CO_2e; Scope 2: 5,265,000 metric tons CO_2e).

Note 1 The inventory boundary covers Foxconn Technology Group's parent company and the subsidiaries in its consolidated financial statements.

Note 2 The Scope 1 and Scope 2 inventory adopts the operational control approach.

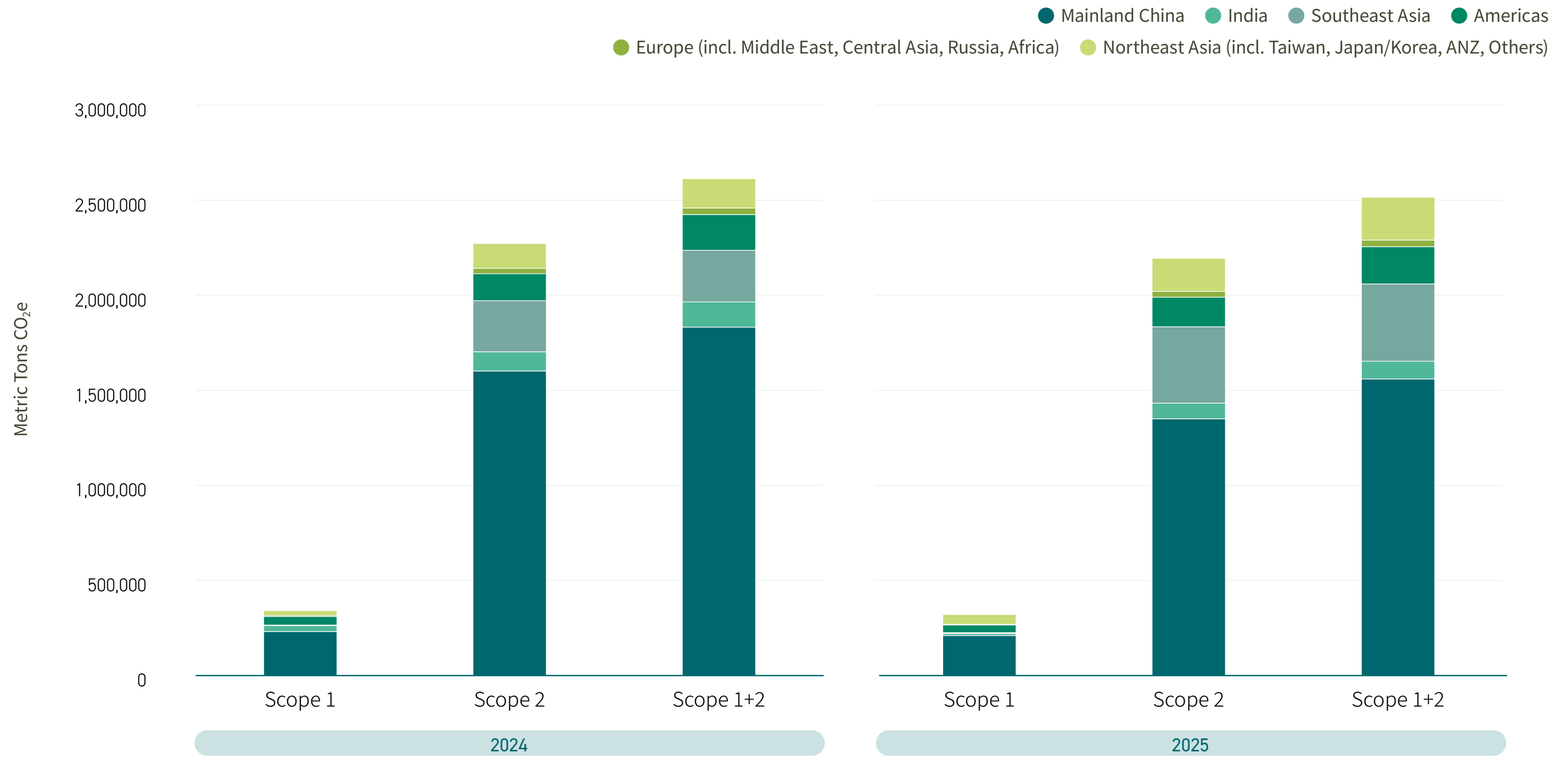
Note 3 Global Warming Potential (GWP) values are based on the IPCC Sixth Assessment Report (AR6).

Note 4 Electricity emission factors use the latest officially published values for each operating region.

Note 5 All data were verified by PwC (PricewaterhouseCoopers) in accordance with the ISAE 3410 standard.

Note 6 The denominator of the coverage rate is the Group's global operating sites.

Trend of the Group's 2024–2025 Greenhouse Gas Emissions by Regional Distribution



Key Milestones:

2023

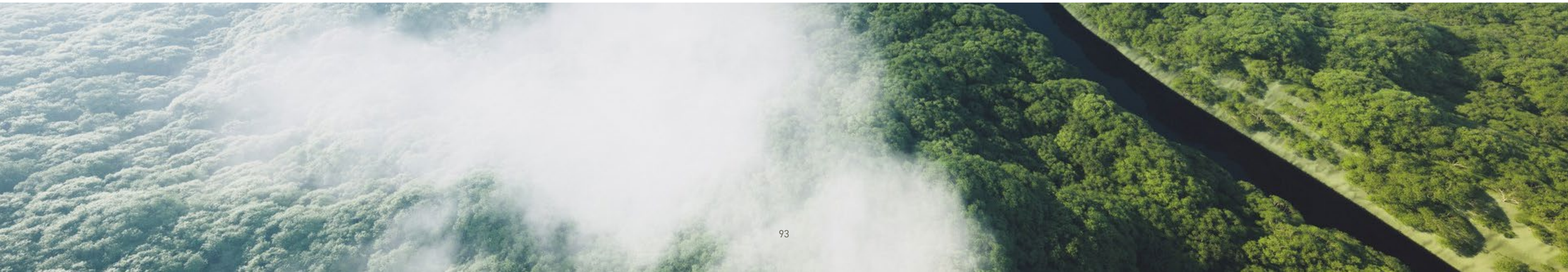
- Large-scale adoption of renewable energy, with Scope 2 (market-based) declining significantly by **↓ 56.3 %**

2024

- Continued expansion of renewable energy use, with Scope 2 (market-based) declining a further **↓ 6.1 %**

2025

- Continued expansion of renewable energy use, with Scope 2 (market-based) declining a further **↓ 3.4 %**
- Total emissions (Scope 1 + 2) declined by 53.6% from the 2020 base year **↓ 53.6 %**



Scope 3 Emissions

Foxconn continues to grasp the emissions contributions of various activities across its own operations and its upstream and downstream value chain, comprehensively inventorying and assessing Scope 3 greenhouse gas emissions. 2020 is the baseline year for Foxconn's complete Scope 3 inventory. Preliminary inventory results indicate that upstream, "purchased goods and services" is the primary emissions hotspot, accounting for 75.04% of total Scope 3 emissions; downstream, "use of sold products" is the primary hotspot, accounting for 8.89%. Together, the two account for more than 84% of Scope 3 emissions.

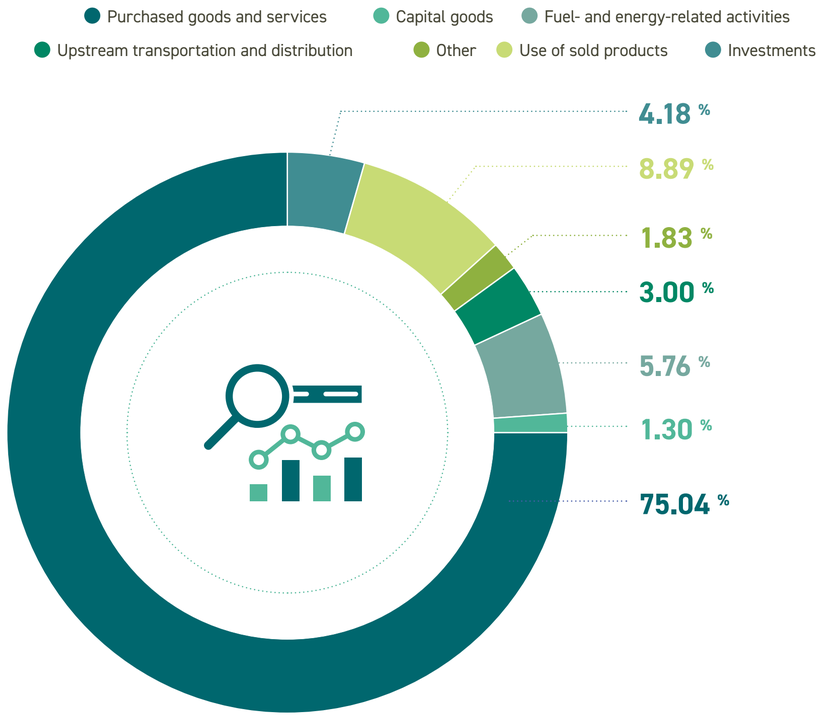
Through the Scope 3 inventory, Foxconn further strengthens supply chain management and collaborates with suppliers to jointly develop lower-carbon electronic components. Regarding the energy use of downstream customer products, the Group also continues to enhance product energy efficiency, working with upstream and downstream partners to reduce greenhouse gas emissions, expand the influence of its climate strategy, and advance toward the vision of building an overall low-carbon supply chain.

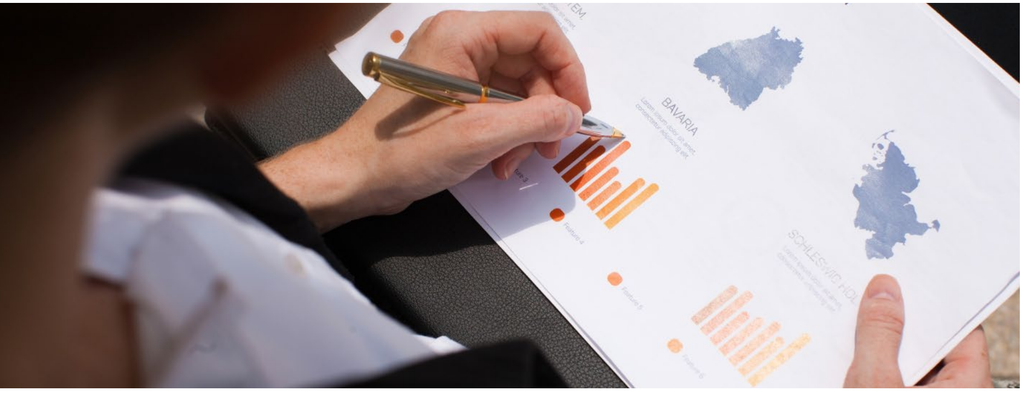
The Group's 2025 Scope 3 Greenhouse Gas Emissions

Scope 3	Category	2025 Emissions	Share of Scope 3	Calculation Method or Reason for Exclusion
Upstream Emissions	Purchased goods and services	14,917,665.80	75.04%	Hybrid method (quantity-based method + spend-based method)
	Capital goods	258,347.84	1.30%	Spend-based method
	Fuel- and energy-related activities	1,145,907.02	5.76%	Average-data method
	Upstream transportation and distribution	596,414.97	3.00%	Hybrid method (distance-based method + spend-based method)
	Waste generated in operations	11,643.35	0.06%	Waste-type-specific method
	Business travel	36,625.75	0.18%	Spend-based method
	Employee commuting	135,581.87	0.68%	Average-data method
	Upstream leased assets	119,706.38	0.60%	Spend-based method
Downstream Emissions	Downstream transportation and distribution	0.00	0.00%	Foxconn subsidiaries execute all customer transportation orders by purchasing third-party services; the associated emissions are already disclosed under Category 4.
	Processing of sold products	0.00	0.00%	Excluded, as the share is below 0.3%.
	Use of sold products	1,766,345.39	8.89%	Average-product method
	End-of-life treatment of sold products	20,185.21	0.10%	Waste-type-specific method (by specific waste type)
	Downstream leased assets	40,122.07	0.20%	Spend-based method
	Franchises	0.00	0.00%	Not applicable
	Investments	830,091.34	4.18%	Average-data method
	Total Scope 3 Greenhouse Gas Emissions	19,878,636.99	100%	

Note 1 The Scope 3 inventory follows the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

The Group's Scope 3 Emissions Hotspot Analysis





Emissions Intensity and Target Achievement

Foxconn's parent company emissions intensity performance in 2025 is as follows:

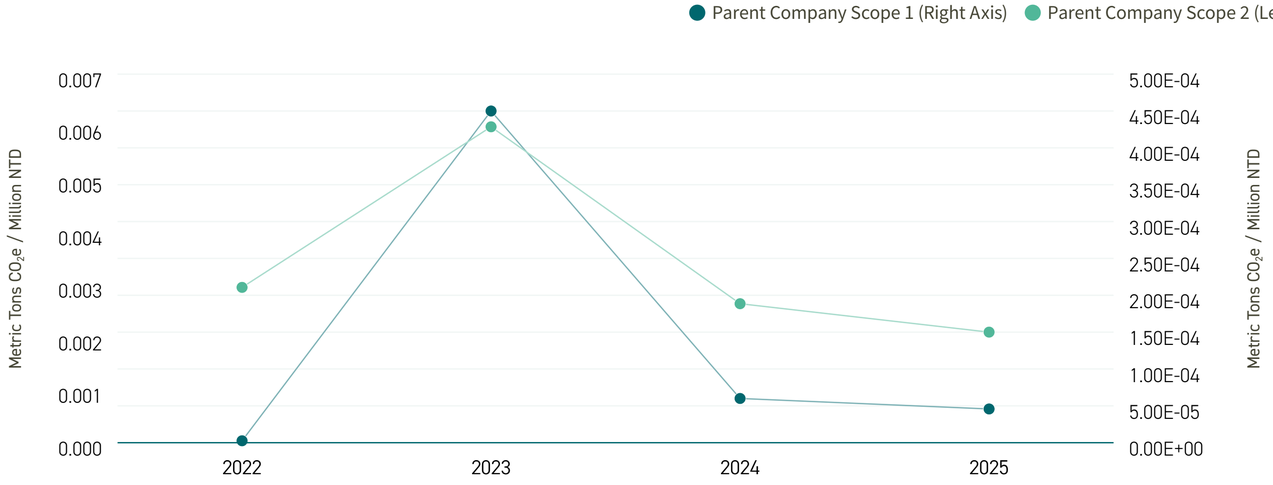
The Group's 2025 Emissions Intensity

Scope 1	Total Emissions (metric tons CO_2)	Intensity (metric tons CO_2e / NT$ million)
Parent Company	427.61	0.0001
Subsidiaries	320,365.82	0.0395

Scope 2 (Market-based)	Total Emissions (metric tons CO_2)	Intensity (metric tons CO_2e / NT$ million)
Parent Company	16,986.88	0.0021
Subsidiaries	2,177,716.98	0.2688

Scope 3	Total Emissions (metric tons CO_2)	Intensity (metric tons CO_2e / NT$ million)
	19,878,636.99	2.4532

Foxconn Parent Company's 2022–2025 Scope 1 and Scope 2 Emissions Intensity



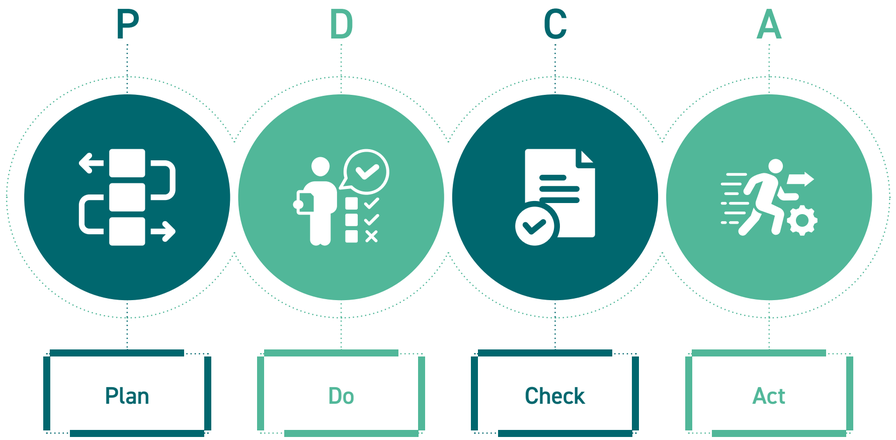
Energy Management

Energy Management Policy

Foxconn Technology Group considers energy management one of its core priorities for advancing the net-zero transition, enhancing operational efficiency, and reducing environmental impact. In the face of global climate change, energy price volatility, and low-carbon transition requirements, the Group takes "green intelligence" and "circular economy" as the main pillars of its environmental sustainability strategy, systematically reducing energy consumption and greenhouse gas emissions in operational processes through institutionalized energy management, energy-saving technological improvements, renewable energy use, green energy investment, and supply chain collaboration, and s thereby supporting the Group's progress toward its 2050 value chain net-zero emissions target.

Foxconn continues to comply with energy conservation regulations and policy requirements in each jurisdiction where it operates, carrying out routine tasks such as establishing energy management systems, conducting energy-saving self-inspections, reporting energy utilization status, and conducting energy technology assessments for new construction, renovation, and expansion projects. The Group actively promotes the adoption of the ISO 50001 Energy Management System by its legal entities, continuously identifying energy performance improvement opportunities through standardized processes and strengthening energy data management, energy use monitoring, and energy-saving improvement tracking.

As of 2025, 70 production legal entities within the Group had obtained ISO 50001 Energy Management System certification, achieving a coverage rate of 43.2%, placing the Group among the enterprises with the highest levels of systematic energy management in the global electronics manufacturing services industry. Under the ISO 50001 framework, Foxconn has established a "Plan-Do-Check-Act" (PDCA) energy management cycle to ensure continuous improvement in energy performance.



Energy Management Strategy Framework

1. Energy Audits and Identification of Performance Improvement Opportunities

Through its energy management system, energy-saving self-inspections, energy audits, and energy data platform, the Group regularly reviews energy use at each campus, identifying energy-intensive equipment, inefficient processes, and opportunities to improve utility systems. For major energy-consuming aspects, the Group continues to advance energy-saving technology assessments and project initiation, transforming energy audit results into concrete improvement measures, including:

Air compressor system optimization
Enhance compressed air system efficiency and reduce leakage losses

Air conditioning system energy conservation
Introduce smart chiller systems and variable frequency technology

Process equipment replacement
Replace with high-efficiency production equipment and auxiliary systems

Lighting system upgrades
Comprehensively introduce LED lighting and smart lighting control

Intelligent energy monitoring
Establish an energy management platform for real-time monitoring and analysis

Renewable energy facility construction
Advance the construction of solar photovoltaic systems

The Group has also formulated the Procedures for the Review and Approval of Energy-Saving Projects and the Energy-Saving Management Inspection Procedures to ensure a complete management process for energy-saving projects from assessment, initiation, and implementation to acceptance.

2. Quantified Energy-Saving and Energy Transition Targets

In its new phase of 2030 long-term sustainability targets, the Group has further raised its energy transition requirements, setting them as follows:

Proportion of renewable energy usage	Proportion of self-built green electricity	Reduction in energy intensity
75 %	30 %	10 %
Substantially reduce Scope 2 emissions and enhance energy autonomy	Establish green electricity sourcing capabilities and reduce external dependence	Enhance operational energy efficiency and reduce energy consumption per unit of output

This demonstrates that the Group's energy management has evolved from standalone energy-saving improvements to encompass energy structure optimization, the building of green electricity sourcing capability, and operational efficiency enhancement, reflecting a more comprehensive energy transition strategy.

3. Measures to Reduce Energy Consumption and Improve Energy Efficiency

In 2025, the Group implemented a total of 1,753 energy-saving technical improvement projects, investing NT$2.048 billion, and achieved the following results:

Energy savings
547 GWh

Energy-saving benefits
16.16 billion

Carbon reductions
290,605 metric tons CO_2e

Among these, the 2025 energy-saving target for mainland China was 4.2%, while the actual energy-saving rate reached 5.20%, representing an achievement rate of 124% 124%, successfully meeting the annual energy-saving target.

The above measures not only reduce operational energy consumption and energy costs but also help lower greenhouse gas emissions and reduce dependence on external energy supply. Through improved energy efficiency, the Group can reduce energy input per unit of output while maintaining production capacity and operational stability, thereby enhancing the low-carbon competitiveness of its manufacturing system.

4. Energy-Saving Progress Evaluation and Closed-Loop Management

The Group has established a closed-loop energy management mechanism through its energy management system, energy-saving project initiation review, energy-saving management audits, and annual performance tracking. Each campus proposes improvement projects based on annual energy-saving targets and energy use status, implements them after review, and regularly tracks energy savings, investment benefits, and carbon reduction outcomes.

For major energy-saving projects, the Group assesses outcomes using quantitative data, establishing a quantifiable, trackable, and verifiable energy-saving performance management model that uses energy savings, energy-saving benefits, and carbon reduction volumes as key indicators of energy management effectiveness.



Energy Consumption Overview

Foxconn's overall electricity consumption in 2025 increased by 4.84%, but its energy intensity decreased from 1.46 MWh per NT$ million in 2024 to 1.29 MWh per NT$ million. The green electricity ratio continued to rise to 68.37%, having already exceeded the Group's previously set target of "achieving a green electricity usage proportion of more than 50% by 2030."

The Group's overall energy consumption reached 16,469.7 GWh, with the proportion of renewable energy use increasing from 41.8% in 2024 to 43.46%. Of the purchased non-renewable electricity, 94% was sourced from natural-gas-based power generation; data by region and fuel type are detailed in the appendix.

Energy Consumption Statistics (2022–2025)

Energy Category	Unit	2022	2023	2024	2025
Non-Renewable Energy					
Purchased Electricity	GWh	10,788.45	9,760.69	8,538.82	8,447.63
Natural Gas	GWh	-	893.46	754.01	790.64
Gasoline	GWh	-	56.65	31.89	31.41
Diesel	GWh	-	60.68	42.30	0.05
Liquefied Petroleum Gas (LPG)	GWh	-	22.72	0.00	12.60
Non-Renewable Energy Consumption	GWh	10,788.45	9,760.69	9,367.02	9,282.32
Renewable Energy					
Total Installed Renewable Energy Generation Capacity	MW	260.55	325.82	332.90	383.55
Renewable Energy Generation	GWh	290.00	320.75	267.97	350.95
Direct Procurement of Renewable Electricity	GWh	31.00	559.16	1,396.82	1,870.28
Green Electricity Certificates Obtained via Renewable Energy Purchased Through Power Trading	GWh	461.00	4410.32	4,996.35	4,849.15
Purchase of Other Renewable Energy	GWh	34.11	105.81	67.83	88.17
Total Renewable Energy Consumption	GWh	816.00	5,396.05	6,728.96	7,158.55
Total Energy Consumption	GWh	11,604.45	13,243.69	16,095.98	16,469.70
Renewable Energy Share	%	7.03%	35.60%	41.80%	43.46%

Note 1 Data are derived from the Chinese national standard "General Rules for Calculation of the Comprehensive Energy Consumption" (GB/T 2589-2020).

Note 2 The data scope covers Foxconn Technology Group's major operating sites worldwide.

Renewable Energy Development

Renewable Energy Strategy and Commitments

Foxconn Technology Group regards renewable energy use as a key pathway to achieving net-zero emissions. In the face of the global energy transition trend and customers' green supply chain requirements, the Group systematically increases its renewable energy usage ratio, reduces Scope 2 greenhouse gas emissions, and enhances energy supply resilience through three major strategies: "accelerating green electricity procurement, enhancing self-construction capabilities, and promoting diversified development."

In 2025, Foxconn's green electricity usage ratio reached 68.37%, surpassing the original 2030 target of 50% ahead of schedule, demonstrating the Group's execution capabilities and determination in energy transition. On this basis, the Group has further raised its targets, setting a renewable energy usage ratio of 75% by 2030 and requiring green electricity from self-developed and invested projects account for more than 30% of the Group's renewable energy consumption, advancing from mere procurement to self-construction to enhance energy supply stability.

2025 Green Electricity Percentage
68.37 %

2030 Renewable Energy Percentage
75 %

Self-Built Green Electricity Percentage
>30 %

Self-Built Solar Photovoltaic Capacity
125.68 MW

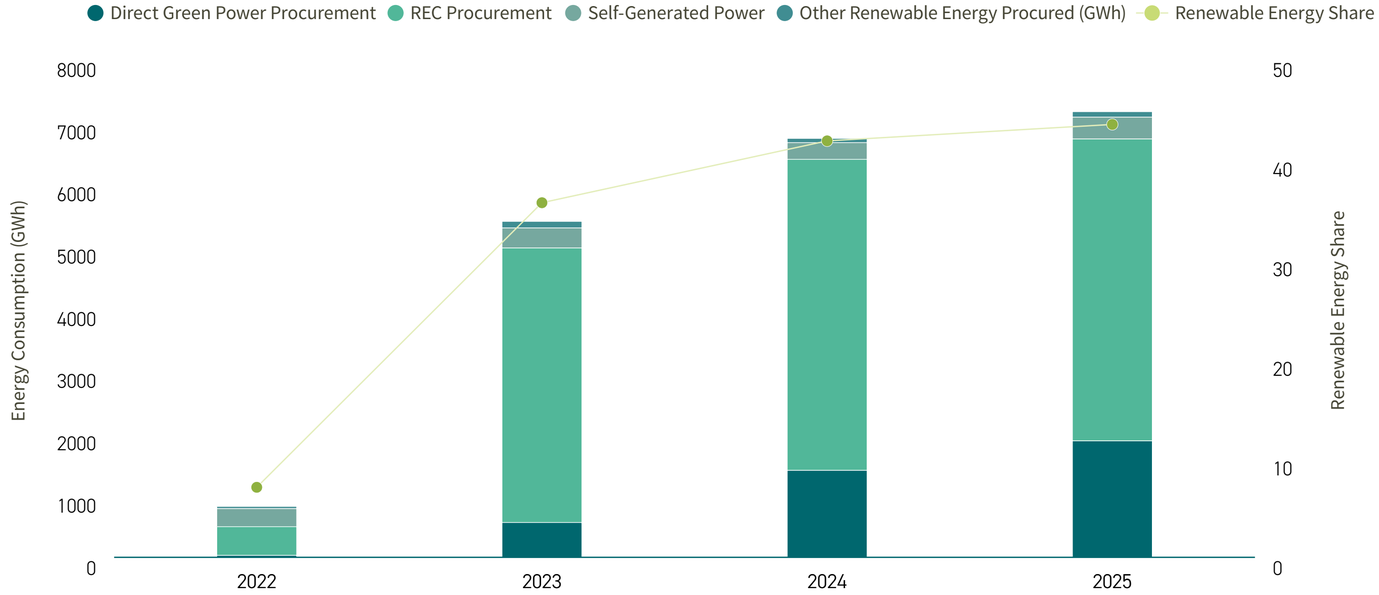
Direct Green Power Procurement
1,870.28 GWh

Renewable Energy Certificates
4,849.155 GWh

Renewable Energy Procurement and Use

Foxconn obtains renewable energy through diverse channels to balance supply stability and the economy. For renewable energy usage, please refer to the "Energy Consumption Statistics" table.

Group's Renewable Energy Consumption Statistics



Renewable Energy Diversification Strategy

Foxconn formulates differentiated development strategies based on each region's renewable energy resource endowment and policy environment.

Self-Built Solar (Photovoltaic) Power Stations

Foxconn continues to advance the low-carbon transformation of its campus energy structure, enhancing the proportion of renewable energy use at campuses and strengthening energy supply resilience and electricity use efficiency through clean technologies such as solar photovoltaics, energy storage systems, wind power, biomass energy, and smart energy management platforms. In 2025, in addition to continuing to advance the "Integration of Generation, Grid, Load, and Storage" project at the Lankao Campus in Mainland China, the Group also advanced multiple solar photovoltaic installation projects in Taiwan, Mainland China, Vietnam, and other locations, gradually expanding renewable energy applications under self-generation and self-consumption, third-party PPA, and EMC (Energy Management Contracting) models.

The Group's major campuses, including solar photovoltaic projects in Taiwan, Vietnam, and Wuhan, Chengdu, Yantai, and Zhengzhou in China, have a combined installed and planned capacity of approximately 125.68 MW, with an estimated annual power generation of approximately 117 million kWh (including the 8 MW planned project at the Lankao Campus). Some project sites have completed grid connection or signed contracts, while others are at the stage of award notification, contract review, construction, or grid connection planning.

Case Study: Lankao Campus Advances "Integration of Generation, Grid, Load, and Storage" to Build a Multi-Energy Complementary Demonstration Site

In 2025, the Group's Lankao Campus advanced the "Integration of Generation, Grid, Load, and Storage" project. Leveraging the local policy foundation as one of Mainland China's first rural energy revolution pilot areas, together with its renewable energy resource advantages, the project takes solar photovoltaic installation as its core, coordinating the introduction of energy storage, wind power, biomass energy, and smart energy management systems to gradually establish a campus energy supply model of multi-energy complementarity, generation-load coordination, and smart scheduling.

The Lankao Campus plans to install an **8 MW** solar photovoltaic system, expected to come into operation in 2026, with an annual power generation of approximately **9–12 million kWh**, estimated to save approximately **RMB 2.7 million** in electricity costs annually. To address the intermittency of solar power generation, the campus has simultaneously deployed a **7.8 MW/15.63 MWh** energy storage system, which came into operation in August 2025, to strengthen peak shaving and valley filling, load regulation, and power supply stability, further enhancing the consumption and utilization of solar power.

In the future, the campus will also incorporate **50 MW** of wind power, biomass green electricity, and a smart energy management platform, continuously optimizing energy supply-demand matching and GHG emissions management, and plans to increase the green electricity usage ratio to **70%** in 2026, advancing toward the goals of **100% green electricity** and a "Near-Zero-Carbon-Emission Factory" by 2027.



Green Electricity Procurement Plan

The Group increases its green electricity procurement volume year by year, supplementing insufficient self-generation through diversified procurement channels, and advances long-term green electricity procurement agreements (PPAs) in multiple locations. In 2025, it directly procured **1,870.28 GWh** of green electricity and procured **4,849.15 GWh** of renewable electricity through power trading and obtained the corresponding Renewable Energy Certificates (RECs).

The Group plans to reduce the volume of unbundled RECs (with certificates separated from electricity) to **below 50%** before 2030, and has set a long-term target of increasing the total electricity generated from on-site green energy facilities and invested green energy projects to **30%** of the Group's total green energy consumption before 2030.

Green Energy Investment Platforms

Before 2025, the Group had successively established Taiwan's Kai-Hong Energy and Mainland China's Xu-Zhi Fu-Neng Fund in response to the needs of its production sites, to meet the green electricity needs of the Group and its supply chain in Taiwan and China, laying a solid foundation.

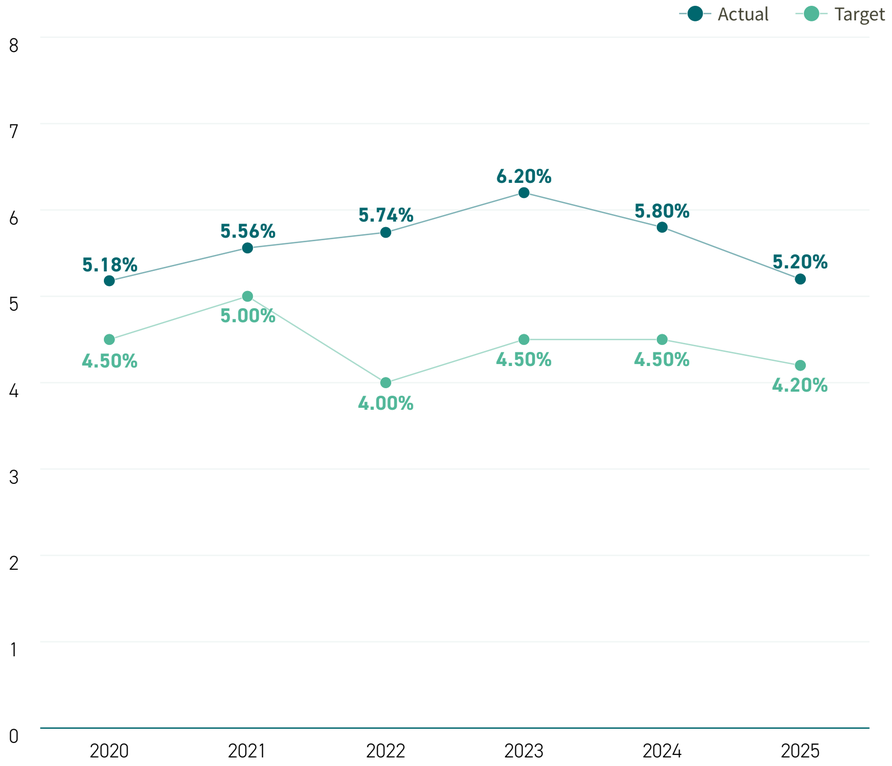
Since 2025, the team has begun systematically assessing the Group's electricity demand in Southeast Asia and conducting in-depth research on laws and regulations governing green electricity investment, while actively seeking partners to jointly advance investment plans to meet the Group's continuously expanding energy demand. In response to the Group's expanding footprint in Southeast Asia, the initial fund size is expected to exceed **1 GW** of installed capacity, demonstrating the Group's long-term deployment and ambition in the green energy field.

Energy-Saving Indicators and Projects

Energy-Saving Targets and Achievement

Foxconn continues to advance energy-saving management and has exceeded its annual energy-saving targets for five consecutive years. From 2021 to 2025, the annual energy-saving target achievement rate exceeded 100% each year: 104% in 2021, 126% in 2022, 131% in 2023, 129% in 2024, and 124% in 2025, with a five-year average achievement rate of 123%. To advance various energy-saving initiatives, Foxconn invested NT$2.048 billion in 2025 and generated NT$1.616 billion in energy-saving benefits. The above energy-saving benefits are estimated at NT$3 per kWh; 2025 was also the first time that relevant data, such as energy savings, investment amounts, and energy-saving benefits, were fully disclosed.

Energy-Saving Target Achievement Trend (2020–2025)



Note. The energy-saving rate is calculated based on total energy consumption in each year, while the annual target values are primarily set for campuses in mainland China.

Energy-Saving Measures and Results

In 2025, Foxconn implemented 1,753 energy-saving technological improvement projects at its global operating sites, covering production processes, utility systems, and operations management, demonstrating the Group's comprehensive commitment to energy conservation.

- Total Projects: **1,753**
- Energy Savings: **547** GWh
- GHG Reduction: **290,605** t CO_2e
- Investment: NT$ **20.48** billion
- Investment Benefits from energy saving: NT$ **16.16** billion
- Payback Period: **1.3** years

2025 Energy-Saving Projects by Category

Energy-Saving Improvement Category	Number of Projects	Energy Savings (GWh)	Energy-Saving Benefits (NT$ million)	Implementation Cost (NT$ million)	Carbon Reductions (metric tons CO_2e)	Payback Period (years)
Production Process / Manufacturing Process Improvements	1,092	290	872	981	154,044	1.1
Air Conditioning / Air Compression / Lighting / Ventilation / Power Supply and Distribution / Office Improvements	513	226	651	993	120,088	1.5
Other Improvements	148	31	93	73	16,473	0.8
Total	1,753	547	1,616	2,048	290,605	1.3

Key Performance Indicators:

- **Energy Savings**: 547 GWh, equivalent to the annual electricity consumption of approximately 150,000 households.
- **Carbon Reductions**: 290,605 metric tons CO_2e, equivalent to the annual carbon absorption of approximately 750 Daan Forest Parks.
- **Investment Benefits**: With an investment of NT$2.048 billion, the Group achieves annual savings of NT$1.616 billion, with a payback period of just 1.3 years.
- **Project Density**: On average, more than 10 energy-saving projects were implemented at each operating site.

Innovative Practices in Energy Management

Project 1: Integrated Source Control for a Green-Powered Future - Focusing on Energy-Saving and Carbon-Reduction Practices in the FMCS Chilled Water

This project demonstrates Foxconn's technological leadership in smart manufacturing and energy management, with a 31% energy-saving rate and a 1.97-year payback period—both of which represent industry-leading benchmarks. Through systematic retrofitting and intelligent management, the project not only achieved significant energy savings and carbon reductions but also established a replicable retrofit model, providing a practical pathway for the energy transition in the electronics manufacturing industry.

Project Background

In response to the dual requirements of the national "carbon neutrality" policy and Foxconn Technology Group's sustainable development goals, certain regions and campuses of Foxconn faced energy management challenges. Some regions and campuses had annual electricity consumption as high as 580 million kWh, with air conditioning accounting for more than 20%, qualifying them as key energy-consuming units with substantial energy loads. All 17 chilled water plant rooms were rated at Energy Efficiency Grade 5, indicating low energy-use efficiency. Coupled with aging equipment and predominantly manual operation and maintenance, this resulted in persistently high energy consumption and labor costs, creating an urgent need for retrofitting.

Analysis of the Current Situation

Following diagnosis, the causes of the chilled water system's poor energy efficiency were found to be concentrated primarily in four areas:

- **Core Plant Room** ▶ Low COP; low level of intelligence
- **Cooling/Chilled Water Pumps** ▶ Low energy efficiency grade; lack of interlocking control; high pipeline pressure
- **Cooling Tower** ▶ High fan energy consumption; aging fill material; poor water quality stability
- **Refrigeration Plant Room** ▶ High system energy consumption; insufficient fault warning; high maintenance costs

Core Improvement Measures

Hardware-Led Innovation

Item	Measure	Principle
Chiller Replacement	High-energy-consumption chillers → high-efficiency variable-frequency chillers	Enhances the energy efficiency and operational stability of the main units, achieving an energy-saving rate of up to 30% per unit
Cooling Tower Optimization	Introducing automatic chemical dosing devices / replacing part of the fill material	Intelligently monitors circulating water quality, reduces system scaling, and enhances unit energy efficiency
Piping and Electrical Control Retrofit	Piping system optimization and electrical control system retrofit	Reduces pipe-network losses and enhances system energy efficiency

Software-Enabled Optimization

Centralized Interlocking Control
Dynamic regulation to achieve supply-demand balance

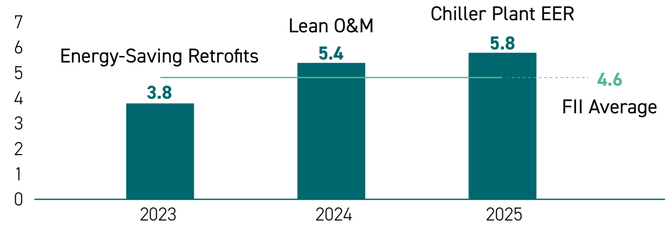
Variable-Frequency Control Upgrade
Shifting from "constant flow–variable temperature differential" to "variable flow–constant temperature differential" to precisely match load demand

Energy Efficiency Monitoring
Remote monitoring, report analysis, and historical data analysis

Dedicated Audits
Applies more stringent operation and maintenance requirements, conducts targeted troubleshooting of problem points, and optimizes operational SOPs

Implementation Results

Energy-Saving Technical Retrofits + Lean Operations and Maintenance = Leap in Energy Efficiency



High-Efficiency Plant Room Energy Efficiency Comparison (June–August, 2024–2025)

The overall EER of the high-efficiency plant room improved from 5.25 to 5.87, with a month-over-month reduction in single-month energy consumption of 11.25%.

Plant Room	2024 EER Range	2025 EER Range	Note
GL-C05	5.21–5.51	5.65–5.80	Chiller mainboard failure in August
GL-C06	5.16–5.41	5.76–6.00	Cooling tower replaced and commissioned in August, resulting in a significant EER improvement
GL-C07	4.05–4.81	5.72–6.04	Most pronounced improvement
GL-C08	5.02–5.14	5.17–5.82	Consistently above the standard value
GL-C09	4.62–4.87	4.67–5.78	Second-floor warehouse converted into a workshop, resulting in increased energy consumption
GL-C10	5.16–5.28	5.65–5.89	Stable performance

Payback Period **1.97** Years

Comprehensive Benefits

Total Energy Savings **13.7** M kWh

Total Carbon Reduction **12,224** tCO_2

Total Investment **19.3** M

Cost Savings **9.79** M

Average Energy Saving Rate **31** %

Project 2: Energy-Saving and Carbon-Reduction Practices in the AI Energy Efficiency Ecological Reconstruction of the Chilled Water System

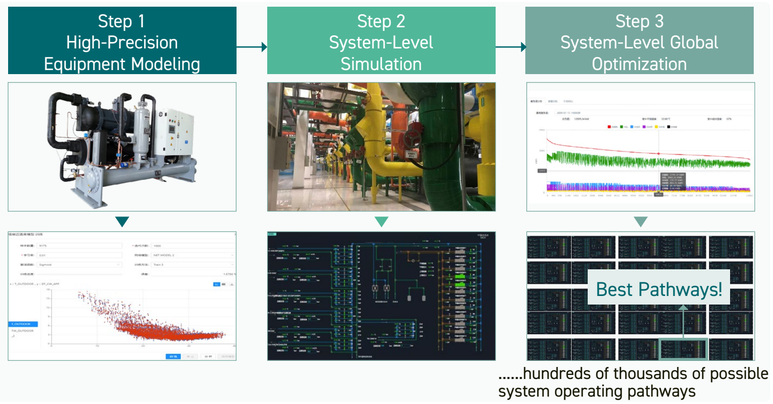
Project Background

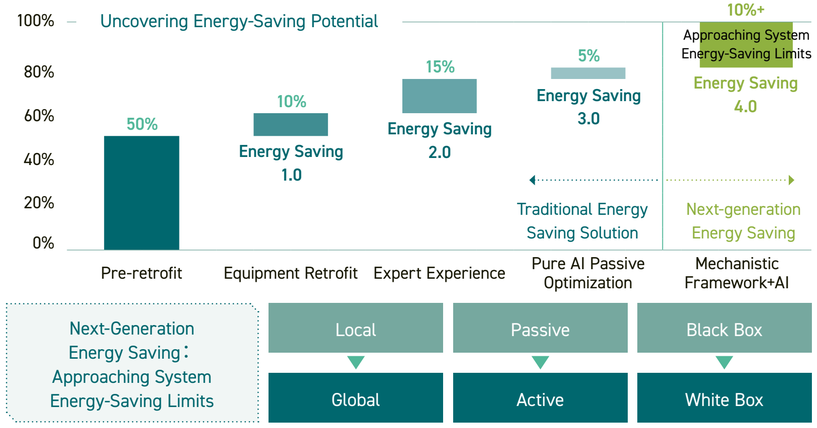
Driven by the global trend toward carbon neutrality and Foxconn Technology Group's goal of "achieving carbon neutrality across global operations by 2050," the iPEBG Energy-Saving and Carbon Reduction Committee designated energy efficiency improvement as a strategic-level carbon reduction task. As the campus's core energy consumer (accounting for 8%–10% of total electricity consumption), the chilled water plant rooms suffered from low energy efficiency and increased GHG emissions due to aging equipment, including chillers and water pumps (in operation for over 10 years). The A12 plant room in the Comprehensive Bonded Zone, commissioned in 2012, has now been in operation for more than a decade. On-site measurements showed that the plant room's energy efficiency (EER) was less than 4.0—a Grade 3 level in urgent need of improvement.

Core Improvement Approaches

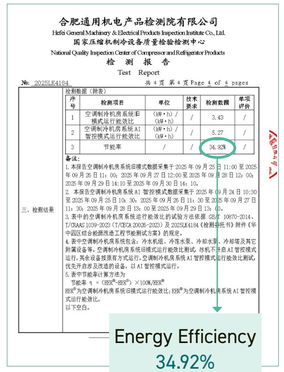
Improvement Strategy	Technical Solution	Key Benefit
Chiller Units +1 unit	Replaced with a 1,100 RT oil-free high-efficiency centrifugal chiller. Real-time optimization of the chiller's outlet water temperature achieves optimal system-level energy efficiency, approaching the system's theoretical limit.	25%
Water Pumps & Cooling Towers +37 units	All IE2 water pump motors and cooling tower fans were replaced with IE5 motors. Based on AI performance-data model solving—combining the number of operating units, frequency set points, and most-unfavorable terminal differential-pressure safety protection—optimal energy efficiency for the water pump combined operation is achieved. By integrating the relationship between outdoor wet-bulb temperature and the cooling-side air-to-water ratio, the system optimally controls the number of operating fans (i.e., the cooling tower outlet water temperature) while ensuring that the chiller's condensing pressure stays within the safe operating range.	15%
AI Smart Control System +1 set	Adds the corresponding valves, sensors, and instruments according to smart-control requirements. The utility room's intelligent optimization control system formulates energy-saving operating strategies for effective energy-saving operations management; the monitoring system displays the daily, monthly, and annual energy consumption of each piece of equipment and provides reporting functions to facilitate management and analysis.	10%

AI Smart Control System: A new generation of "mechanistic framework + AI" that computes, in real time, "hundreds of thousands" of possible system operating pathways to identify the optimal solution that "approaches the energy-saving limit."





Implementation Results


合肥通用机电产品检测院有限公司
Hefei General Machinery & Electrical Products Inspection Institute Co., Ltd.
国家压缩机制冷设备质量检验检测中心
National Quality Inspection Center of Compressor and Refrigerator Products
检 测 报 告
Test Report
Energy Efficiency 34.92%

The plant room's energy efficiency improved by 54%, reaching an EER of 5.27. According to the standards proposed by the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) and Guangdong Province's "Energy Efficiency Monitoring and Evaluation Standard for Centralized Air-Conditioning Refrigeration Plant Room Systems," a "year-round comprehensive energy efficiency of a chilled water plant room" at an EER of 5.0 (0.7 kW/ton) qualifies as a high-efficiency plant room. The four districts of Central China (Comprehensive Bonded Zone, Processing Zone, Jiyuan, and Hebi) simultaneously retrofitted 11 plant rooms, forming a full-process retrofit standard that will subsequently be rolled out to the Group's other campuses. Guided by the principle of "dual carbon leadership, data-driven," the project enhances plant room energy efficiency and supports the Group's achievement of its Science Based Targets.

≥5 Years	= Very High	≤3 Years
System EER **5.27**	Power Consumption **4.13 M kWh**	Expanded Facilities **+11**
Energy Saving Rate **35%**	Power Savings **1.44 M kWh**	Scaled Benefits **13.18 M kWh**
Lifecycle **10 + Years**	Digital Control Level Unmanned Energy-Saving Operation	Payback Period **2.89 Years**

Project 3: Energy-Saving and Carbon Reduction Implementation Through Efficiency Improvement of the CNC Intelligent Automation Line

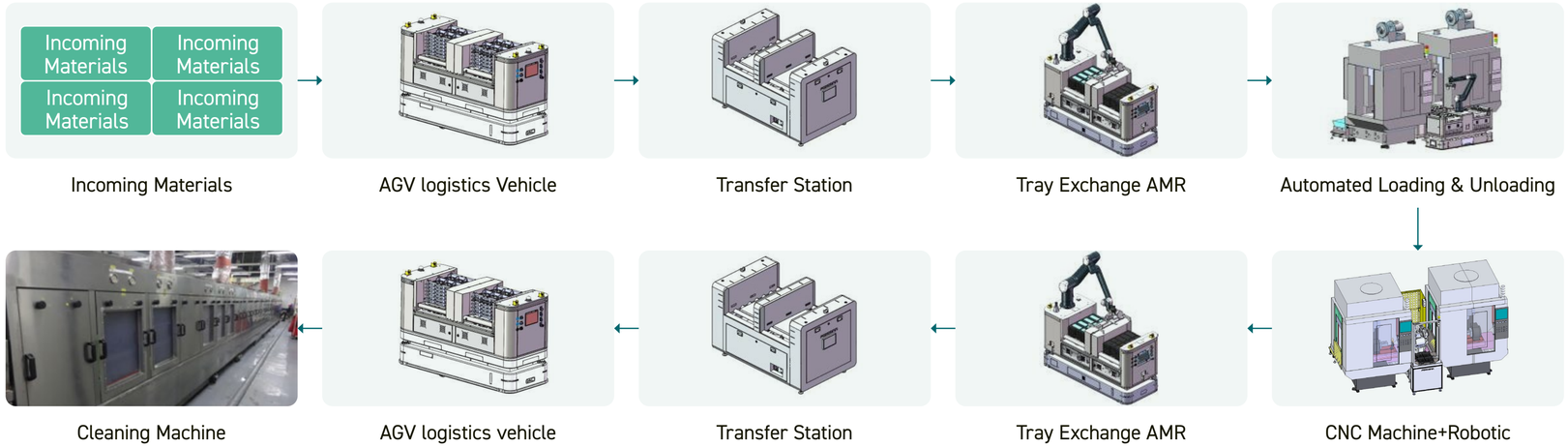
Project Background

The original A08 workshop introduced a CNC-automated dual-layer (upper and lower) reflow line, enabling a lights-out factory and thereby addressing energy-consumption issues such as the complex structure of automated lines, high failure rates, and significant line limitations. Intelligent automation has made operational processes simpler, faster, and smarter, while keeping the workshop cleaner.

1. Intelligent Automated Operational Process: The entire process—from incoming materials → CNC machining → cleaning—is seamlessly connected by AGVs and AMRs without human intervention, building a CNC lights-out factory.
2. Intelligent Automation Application Technology: Trackless and wireless AGVs/AMRs replace mechanical conveyor lines, integrating intelligent transportation, radar sensing, barcode-scanning positioning, and battery management to simplify the structure and reduce failure rates.
3. Intelligent System Monitoring: Through LiDAR electronic fencing, secondary collision avoidance, overload alarms, Category-level safety circuits, and automatic obstacle avoidance, the system reduces human-machine interaction and enhances Overall Equipment Effectiveness (OEE).

Core Improvement Measures

Intelligent Automation Workflow (Incoming Materials → CNC → Cleaning---Unmanned Operation Mode)



Implementation Results

Annual Energy Savings	Annual power cost savings	Carbon Reduction	Lifecycle	Manpower Optimization
1,280W KWH/yr	870W RMB	61.8W RMB/yr	T>5 yr	650 pp/yr
38 % Energy Saving Rate	2.9 yrs Payback Period	6,868 tCO_2 Carbon Reduction	8-12 yr Service Life	57 % Labor Cost Reduction



4

Green Manufacturing, Sustainable Circularity

Taking "Green Manufacturing and Sustainable Circularity" as its core direction, Hon Hai Technology Group (Foxconn) continues to strengthen operational resilience and environmental performance through institutionalized environmental management, water resource governance, waste resource recovery, and conservation of natural ecosystems, while progressively incorporating nature-related risks into its long-term governance framework.

- **Comprehensive Coverage of Environmental Management Systems across Production Bases**: All of the Group's production bases have implemented the ISO 14001 Environmental Management System, achieving a 100% certification coverage rate across production bases, and continue to strengthen environmental governance and performance improvement through the PDCA management cycle.
- **Water Use Efficiency Substantially Exceeding Established Targets**: In 2025, the Group's water intensity decreased by approximately **41%** compared with 2020, substantially outperforming the original target of a **6%** reduction, reflecting the significant results achieved by water-saving management, process improvement, and water recycling measures.
- **Water Resource Governance Continues to Receive International Recognition**: In 2025, **9** new legal entities within the Group obtained AWS certification, bringing the cumulative total to **13** certified legal entities, of which 8 obtained Gold-level certifications; subsidiary Foxconn Industrial Internet further received the world's first cross-basin AWS sustainable water management group Gold-level certification.
- **Steady Progress in Water Resource Risk and Compliance Management**: According to the WRI Aqueduct 4.0 assessment, the Group's water consumption in high and extremely high water-risk areas accounted for a combined 50% of total water consumption and has been incorporated into the priority management scope; in 2025, there were **0** major incidents of non-compliance with water quantity and/or quality permits, discharge standards, and related regulations, and the CDP Water Security Questionnaire received an **A-** rating.
- **Significant Results in Zero Waste to Landfill and Waste Resource Recovery**: As of the end of 2025, the Group had obtained a cumulative total of **40** valid UL 2799 Zero Waste to Landfill certifications, including **37 Platinum-level** and **3 Gold-level** certifications, far exceeding the original 2025 target of obtaining Gold-level certification for 5 campuses; in 2025, the volume of waste sent to landfill accounted for only approximately **0.85%** of total waste generated.
- **Continued Enhancement of Circular Material Use and Green Compliance**: In 2025, the usage of recycled and circular materials reached **25,339 tonnes**, of which recycled aluminium usage was **9,725 tonnes**, with a **68%** aluminium recycling proportion; the RoHS and REACH compliance rate of key semiconductor material suppliers reached **100%**.
- **Continued Strengthening of Product and Supply Chain Green Compliance Management**: As of 2025, a cumulative total of **202** major suppliers had completed the signing of product environmental compliance declarations, and RoHS/REACH declaration data from a cumulative total of **1,800** suppliers had been collected through the Supplier ESG Digital Management Platform, continuously enhancing product green compliance management and supply chain transparency.
- **Simultaneous Deepening of Nature-related Risk Governance and Ecological Conservation Actions**: In 2024, the TNFD LEAP nature risk assessment for Taiwan's core campuses was completed, establishing a **24**-item risk matrix; in 2025, the Group continued to advance Satoyama and marine conservation actions and, together with National Taiwan University, invested more than **NT$20 million** to advance the three-year "Sustainable Ecology Program – Establishing the Satoyama Academy," deepening habitat restoration, ecological education, and nature-positive actions.

Material Topics

- Environmental Policy and Management
- Water Resources and Wastewater Management
- Waste and Hazardous Substance Management
- Sustainable Raw Materials and Product Management
- Air Quality and Pollution Management
- Ecological Impact and Biodiversity

SDG Alignment



Management Goals

Material Topic	Management Indicator	2025 Goal	2025 Performance	Achievement Status	2030 Long-Term Goal
Environmental Policy and Management	Environmental compliance and audits	All production bases obtain ISO 14001 certification.	ISO 14001 certification coverage across production bases reached **100%**.	Achieved	Maintain zero major environmental pollution incidents.
		Zero major environmental pollution accidents.	In 2025, 2 environmental penalty cases were filed, involving Foxtron and ALTUS Technology.	Ongoing	
Water Resources and Wastewater Management	Wastewater discharge	**100%** installation rate of industrial wastewater discharge water quality monitoring systems at campuses.	Continued to advance the installation of industrial wastewater discharge water quality monitoring systems and the introduction of early warning mechanisms at campuses.	Ongoing	**100%** completion of industrial wastewater monitoring.
	Water intensity	Decrease by **6%** compared with 2020.	Water intensity decreased by approximately **41%** compared with 2020, significantly outperforming the annual target.	Exceeded	Achieve a **30%** reclaimed water utilization rate across the entire Group.
Waste and Hazardous Substance Management	Waste recycling rate	Achieve an in-campus plastic circulation proportion of more than **60%**.	The in-campus plastic circulation proportion was **40%**.	Ongoing	Achieve a **98%** industrial waste diversion rate within campuses.
	Zero Waste to Landfill	At least **5** campuses have obtained Gold-level UL 2799 Zero Waste-to-Landfill certification.	Obtained a cumulative total of **40** valid UL 2799 zero-waste-to-landfill certifications, with results significantly outperforming the annual target.	Exceeded	
Sustainable Raw Materials and Product Management	Product management	Minimize the negative environmental and social impacts of raw material use to the greatest extent.	The Group continues to introduce green product design; among these, FII has established an LCA platform and advanced mechanisms for product carbon footprint inventory and accounting.	Ongoing	Complete life-cycle disclosure and assessment for 5 products and expand green product design.
Air Quality and Pollution Management	Air pollution management	Establish at least **3** demonstration campuses with air quality monitoring systems.	Completed the establishment of **3** demonstration campuses with air quality monitoring systems.	Achieved	**100%** completion of AI-based air quality monitoring and early warning.
Ecological Impact and Biodiversity	Biodiversity risk assessment and nature-positive actions	Complete nature risk assessments for Taiwan's core campuses and establish a baseline for biodiversity management.	Completed the TNFD LEAP assessment for Taiwan's core campuses ahead of schedule, established a **24**-item risk matrix, and advanced Satoyama and marine conservation projects.	Achieved Ahead of Schedule	• Build a globally shared, sustainable ecosystem by launching a Nature-based Solutions (NbS) initiative. Together with its value-chain partners, the Group will organize at least one environmental and ecological restoration action each year in its major production regions through 2030, reaching a cumulative global total of 80,000 volunteer hours annually. • By 2030, complete biodiversity dependency and impact assessments across key regions, and incorporate related risks into management.

Environmental Policy and Management System

Environmental Management Policy and Organization

Foxconn Technology Group incorporates environmental governance into its corporate operational planning. The Group's environmental policy is overseen by the Board of Directors, the highest decision-making body, and environmental protection indicators are incorporated into the Group's operational strategy. The Environmental Management Manual is approved and issued by the Chairman, and each unit prepares Level 2 and Level 3 environmental management documents based on the Manual to ensure the effective implementation of policy requirements. Currently, the Group is also evaluating a plan to link senior executive compensation to climate change targets, thereby further enhancing the weight of climate targets in corporate governance.

The scope of application of Foxconn's environmental policy covers the operational activities, products, and services of the Group and all its subsidiaries and affiliated enterprises, and extends to the value chain. The policy applies to stakeholders, including employees, customers, suppliers (including waste treatment providers and logistics operators), partners, and joint ventures. In addition, during due diligence and mergers and acquisitions, the Group incorporates environmental due diligence to assess and manage potential environmental risks, implement environmental compliance requirements, and communicate environmental policies. The relevant environmental policies and key action content have been publicly disclosed in the Environmental Protection section of Foxconn Technology Group's official sustainability website.

To ensure the effective operation of the environmental management mechanism and the achievement of established targets, Foxconn's environmental policy covers the following five execution dimensions:

Establishing Clear Authority and Responsibility for Policy Execution

Establish a tiered-responsibility "Environmental Issue Governance Structure," delineating the authority and responsibilities at each level, and set up an incentive mechanism:

- **Strategic Level (Board of Directors)**: As the highest decision-making body, responsible for overseeing and guiding the Group's environmental impact management work.
- **Planning Level (Sustainability Committee, Corporate Environment Division, Chief Environmental Officer)**: The Sustainability Committee conducts research and makes recommendations on environmental decision-making and planning regarding climate change, water management, and other matters; the Corporate Environment Division is responsible for formulating environmental policies subject to the Chairman's approval; the Chief Environmental Officer coordinates the planning of environmental management and oversees the implementation status of each business unit.
- **Operational Management Level (each Business Group, each campus)**: Execute various environmental protection tasks and formulate environmental management procedures and work instructions. Each campus operates in accordance with laws and regulations, cooperates with the audits and deficiency improvement tracking of the Corporate Environmental Division, and establishes a "Campus Environmental Management Committee" that convenes annual meetings to coordinate campus environmental affairs.
- **Incentive Mechanism**: The Group is piloting an environmental management incentive mechanism. For example, subsidiary Foxconn Industrial Internet annually updates its ESG-E Performance Evaluation and Assessment Program, using the assessment results as a reference for annual bonus allocation. In 2025, the subsidiary also progressively incorporated climate change management into the assessment results.

Setting Targets to Reduce Environmental Impacts

- When engaging in operational activities, each campus and business unit must plan and execute environmental management procedures. Through self-conducted investigations or reference to external professional environmental investigation reports, they identify environmental aspects, assess their significance, and update them, thereby setting environmental policies, objectives, targets, and programs. In response to climate change, Foxconn has, using 2020 as the base year, set forth 11 environmental target data commitments and publicly disclosed the relevant information on its official website (for details, see Chapter 3 and the "Management Objectives" section of this chapter).

Ensuring Continuous Improvement of Environmental Performance

- The Group's Environmental Management Manual is compiled following the PDCA (Plan-Do-Check-Act) management cycle, covering planning, implementation and operation, checking, and improvement measures. Through the establishment of monitoring systems, environmental audits, tiered risk controls, and source control mechanisms, the Group continuously tracks progress toward environmental targets to ensure continuous improvement in environmental performance.

Consulting External Stakeholders in Policy Formulation or Execution

- In the process of promoting and executing environmental policies, the Group continuously communicates with external stakeholders, including customers, suppliers, waste treatment providers, and logistics operators. Through communication mechanisms, the policy content is conveyed to partners and opinions from all parties are collected, so as to control potential environmental risks and review policy applicability.

Providing Training for Employees to Understand the Company's Environmental Impacts

The Group values personnel competence, training, and awareness, ensuring that personnel at all levels within the organization and relevant external personnel (such as suppliers and contractors) can effectively perform their environmental management authority and responsibilities:

- **Competence Requirements and Change Training**: Each campus formulates a list of professional environmental protection functions based on operational needs, ensuring that employees meet the functional requirements before assignment; when introducing new processes, process changes, or internal/external regulatory revisions, timely environmental protection training is provided.
- **Regular Education and Training**: In addition to new employee training, environmental protection training is regularly arranged each year with records retained, covering topics such as enhancing energy use efficiency, reducing waste, and conserving water.
- **Enhancing Environmental Awareness**: Ensure that relevant personnel understand the importance of complying with environmental policy and management system requirements, the actual or potential environmental impacts of their individual work, the benefits of enhancing environmental performance, and their response roles and responsibilities in abnormal and emergency events and are aware of the consequences that may result from deviations from operational standards.

Environmental Compliance and Audits

The Group incorporates the environmental-priority principle into its operational management. All production bases have implemented and achieved ISO 14001 certification for Environmental Management Systems (EMS), continuously enhancing environmental management performance through the PDCA model. To ensure the effective operation of the environmental management system, the Group has further established a multi-level management and audit mechanism.

Environmental Management System Certification

To ensure the effective operation of the environmental management system, the Group adopts the following multiple certification and audit mechanisms:

- **Internationally Certified EMS**: In 2025, the ISO 14001 Environmental Management System certification coverage rate across the Group's production bases reached **100%**. In addition, based on the green manufacturing standard system of Mainland China, the Group obtained a total of **33** national-level green factory certificates locally.
- **Third-party Professional Institution Verification**: Each campus regularly commissions credible and internationally recognized third-party professional verification institutions to conduct annual certification, audits, and verification of the environmental management system and various environmental performance data, so as to ensure the accuracy of the data.
- **Internal Audits by Dedicated Headquarters Personnel**: An internal audit team composed of the Group's Corporate Environmental Division and dedicated headquarters personnel conducts quarterly inspections through an independent auditor mechanism. The audit content covers the degree of regulatory compliance, the status of system operations, and the achievement rate of environmental targets, and audit deficiencies are tracked, with improvements confirmed.

Environmental Compliance and Violations

The Group strictly complies with the environmental protection regulations applicable to its global operating sites and has established an environmental risk monitoring mechanism. The relevant compliance data and financial impacts for 2025 are disclosed as follows:

- **Number of Violations of Laws/Regulations**: In 2025, the number of violations of environmental protection-related laws and regulations by the Group in the Taiwan region was **2**.
- **Related Fine Amounts**: In 2025, the total amount of fines arising from environmental violations was **NT$347,000** (approximately **US$11,134**), attributable respectively to Foxtron Vehicle Technologies Co., Ltd. (NT$27,000) and ALTUS Technology Inc. (NT$320,000).
- **Major Penalty Records**: In 2025, the Group's subsidiary ALTUS Technologies Inc. had **1** major environmental penalty case in Taiwan (a single amount greater than US$10,000), amounting to **NT$320,000**. The company has completed payment of the fine and participated in a two-hour environmental education course provided by the Environmental Protection Bureau, while strengthening education and training for dedicated personnel and continuing process improvements to ensure that all operations comply with regulatory requirements.

Water Resources and Wastewater Management

Core Principles and System of Water Resource Management

Foxconn Technology Group regards water resource management as a core issue in fulfilling its environmental protection commitments and strictly complies with the laws, regulations, and policy requirements of each operating location, continuously advancing water-use efficiency and wastewater treatment capabilities. The Group also strengthens the professional skills of wastewater treatment facility operators through dedicated training and maintains communication and interaction with stakeholders on water resource issues; at the same time, it discloses the Group's water resource management practices and performance through external questionnaires (such as the CDP Water Security Questionnaire) and supplier management questionnaires. In 2025, the Group had no water withdrawal or discharge-related violations, and the CDP Water Security Questionnaire received an **A-** rating.

The Foxconn Technology Group Water Management Commitment applies to the Company's production and operating institutions worldwide, and covers stakeholders including employees, distribution and logistics, partners, service providers, contractors, and suppliers; its management principles include:

- **Water Conservation**: Reduce water resource consumption from the source design stage during production and operational processes.
- **Technological Innovation**: Introduce advanced water-saving and water treatment technologies to enhance recycling and utilization performance.
- **Pollution Prevention**: Adopt effective and best available technologies and equipment to reduce pollution loads and environmental impacts.
- **Continuous Improvement**: Support the R&D and application of environmental protection technologies and equipment to strengthen the efficiency of water pollution control and management resilience.

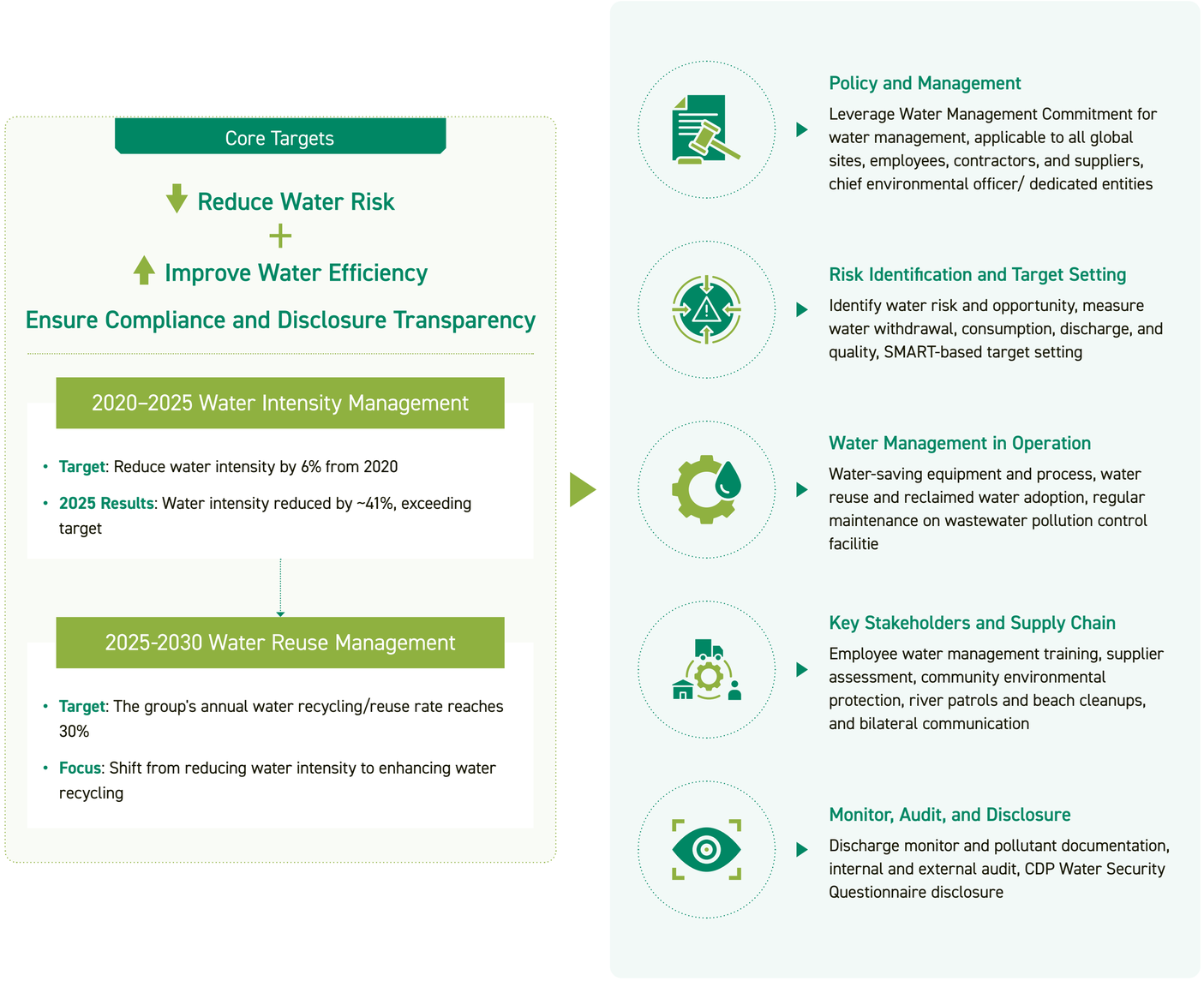
The Group has built a comprehensive and systematic water resource management system, managing water resource-related impacts across four dimensions: source reduction, process control, end-of-pipe treatment, and stakeholder engagement. At the source end, it advances water-saving design, reclaimed water adoption, and high-efficiency water use principles; at the process end, it distinguishes water use into office/dormitory water and process water, promoting equipment such as water-saving toilets and faucet water savers for the former, and introducing reduction and recycling equipment and developing resource revitalization projects for the latter; in terms of end-of-pipe treatment, it establishes discharge monitoring systems and maintains wastewater pollution control facilities to ensure the stable operation of wastewater treatment facilities and discharge compliance.

In addition, the Group also requires suppliers and partners to comply with the Company's policies and incorporates the relevant requirements into supplier assessment criteria, while enhancing water management awareness and external participation through employee training, two-way stakeholder communication, and community environmental protection activities.

All of the Group's production bases have implemented the ISO 14001 Environmental Management System and advance continuous improvement through the PDCA management cycle, with an ISO 14001 certification coverage rate of **100%** across production bases.



Foxconn Technology Group Water Resource Management System Diagram



Water Resource Management Targets and Performance

Based on the Foxconn Technology Group Water Management Commitment and its overall environmental management strategy, the Group sets water resource-related targets and indicators using the SMART principle, with dedicated environmental organizations or relevant departments responsible for driving, tracking, and reviewing execution effectiveness.

Phased Targets and Achievement Status

The Group follows a management logic that upgrades from "reducing water intensity" to "enhancing reclaimed water reuse and water circulation resilience," forming a closed-loop management cycle of assessment, reduction, treatment, reuse, and capacity building:

2020–2025

Phase 1
Water Intensity Management

- **Target**: Reduce water intensity by 6% by 2025 compared with 2020
- **2025 Actual Result**: Water intensity decreased by approximately 41% in 2025, substantially outperforming the original target
- **Management Focus**: Reduce water demand per unit of output, and advance source water conservation, efficiency improvement, and water intensity tracking

2025–2030

Phase 2
Water Circulation Management

- **Target**: Achieve a reclaimed water recycling/reuse rate of 30% across the entire Group by 2030
- **Target Upgrade**: Water resource management extends from "reducing water intensity" to "enhancing water resource circulation and utilization efficiency"
- **Management Focus**: Advance reclaimed water reuse, reclaimed water adoption, resource revitalization projects, and industrial wastewater management
- **Regulatory Requirements**: Each campus completes industrial wastewater monitoring in accordance with local regulations

In the future, the Group will continue to track progress toward its water resource targets through annual data inventories, campus water conservation and reuse projects, internal and external audits, sustainability reports, and disclosure channels such as CDP.

Water Use Efficiency Management

To correspond with the above management logic, the Group summarizes water use efficiency management into six dimensions, forming a management cycle of "assessment – reduction – treatment – reuse – capacity building" :

Management Logic

Transition from Water Intensity Management to Water Reuse Management, forming a management cycle of "assessment – reduction – treatment – reuse – capacity building"

Water Intensity Management

2020–2025

- **Target**: Reduce water intensity by 6% from 2020
- **2025 Results**: Water intensity reduced by ~41%, exceedingtarget

Water Reuse Management

2025–2030

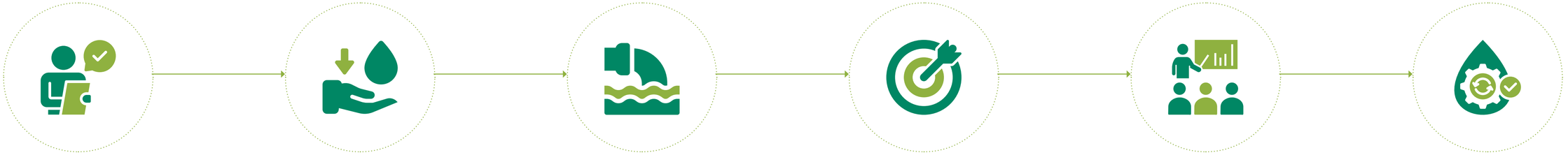
- **Target**: The group's annual water recycling/reuse rate reaches 30%

Regulation and Resilience

Long term target

- Each campus completes industrial wastewater monitoring in accordance with local regulations, improves water withdrawal and discharge transparency and risk management capabilities

Six Dimensions of Water Use Efficiency Management



Water Resource Use Assessment

Track water withdrawal, consumption, discharge, and reuse status regularly to identify opportunities for water conservation and efficiency enhancement.

Measures to Reduce Water Consumption

Introduce water-saving and recycling equipment, improvement solutions, and resource revitalization projects.

Improve Wastewater Quality

Establish discharge monitoring systems to record pollutant data and regularly maintain wastewater pollution control facilities.

Establish Water Reduction Targets

Establish 2025 water intensity target and 2030 water reuse target to track and improve annal progress.

Water Reclamation and Reuse

Advance water reuse, reclaimed water adoption, and resource revitalization projects.

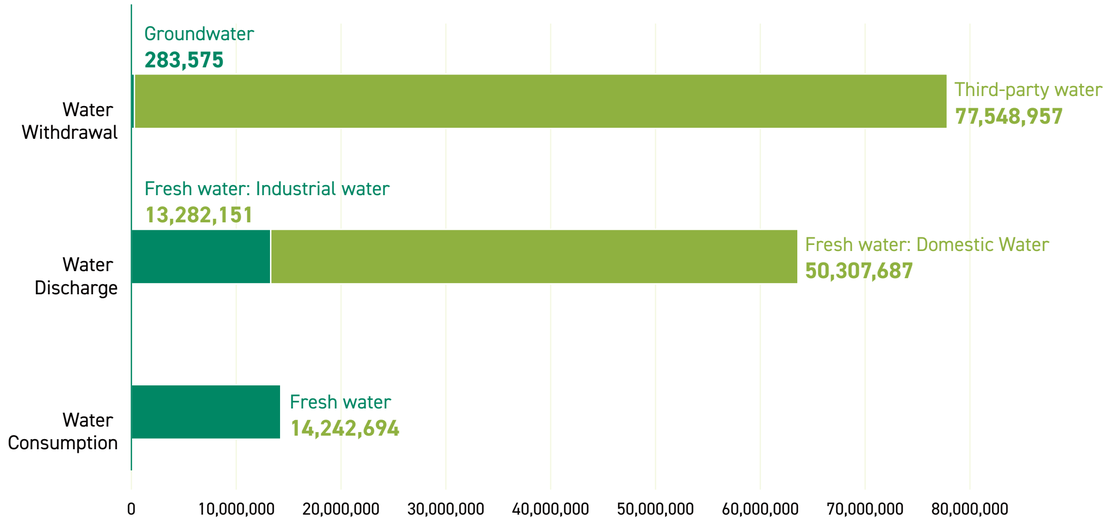
Employee Training and Awareness Enhancement

Conduct trainings to enhance water conservation awareness and management capabilities.

Water Consumption, Discharge, and Water Intensity Indicators

The Group continuously reduces the risk of non-compliance with water quantity and quality permits, discharge standards, and related regulations through its environmental management system, regulatory compliance management, discharge monitoring, wastewater treatment facility maintenance, internal and external audits, and emergency management mechanisms. The Group's water withdrawal, discharge, and consumption in 2025 are as follows (unit: tonnes); for specific data, please refer to the appendix.

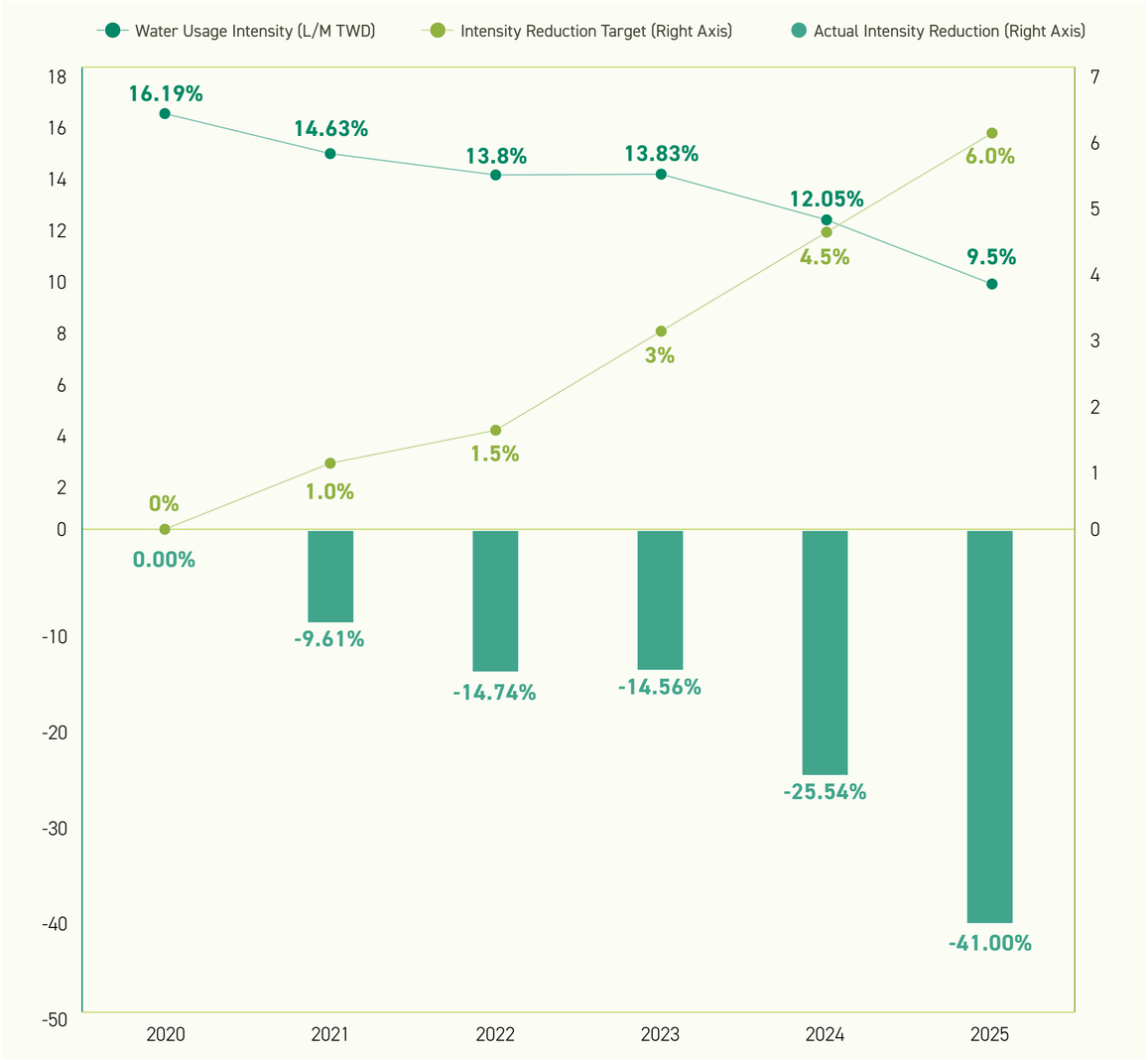
Group Water Withdrawal, Discharge, and Consumption in 2025





Group Water Intensity and Target Achievement over the Past Six Years

Using 2020 as the baseline, the Group has continuously advanced water conservation and water-use efficiency over the past five years. In 2025, water intensity decreased by 41% compared with the base year, exceeding the annual reduction target.



Water Resource Risk Management and Actions

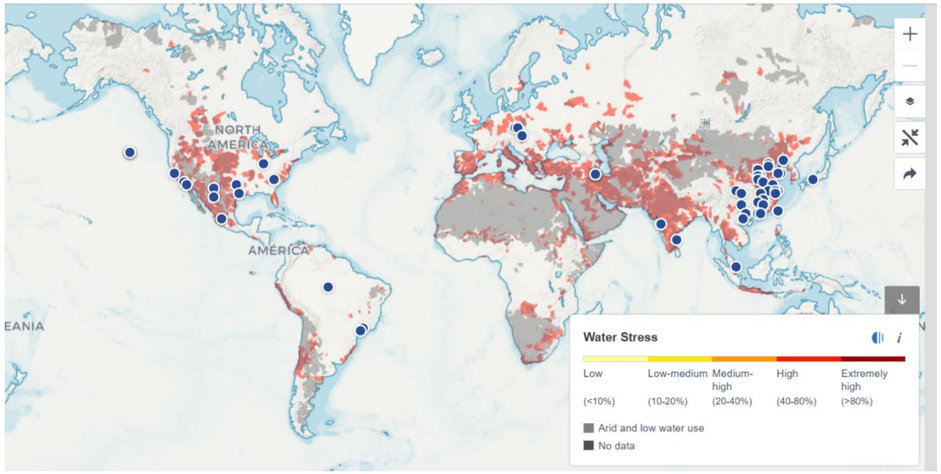
Foxconn Technology Group regards water resource risk as an important dimension of environmental management and operational resilience management. The Group systematically assesses the distribution of water resource risks across its global operating sites by inventorying each campus's water use data, assessing water stress at its locations, reviewing regulatory compliance status, and analysing water resource use efficiency. To this end, the Group uses the WRI Aqueduct 4.0 water risk assessment tool to assess the water stress levels of the areas where its operating sites are located, and uses the results as an important basis for formulating water conservation plans, reclaimed water reuse plans, and wastewater treatment measures, and for advancing AWS international sustainable water management certification.

According to the 2025 assessment results, water consumption in extremely high water-risk areas accounted for **31%** of the Group's total water consumption, high water-risk areas accounted for **6%**, medium-high water-risk areas accounted for **5%**, medium-low water-risk areas accounted for **42%**, and low water-risk areas accounted for **17%**. Among these, the combined water withdrawal and consumption in high-risk and extremely high-risk areas accounted for **50%** of the Group's total water consumption, indicating that some operating sites are located in areas with relatively high-water resource stress.

In response to the above risks, the Group has incorporated high water-stress areas into its priority management scope and has adopted measures such as enhancing water use efficiency, strengthening water resource recycling and reuse, advancing the use of reclaimed and regenerated water, strengthening wastewater discharge monitoring, and expanding the implementation of AWS water management certification, so as to reduce the potential impact of water resource stress on operations and the environment. In addition, the Group adopts a "campus-basin" dual-layer protection strategy: at the campus level, it deploys smart water meters and leak detection systems to achieve real-time regulation of water use efficiency; at the basin level, it collaborates with local governments to establish a "drought early warning–water source sharing" mechanism to reduce regional water withdrawal conflicts.

In the future, the Group will continue to take "water conservation and reduction, circular utilization, compliant discharge, and basin co-governance" as the main axes of its water resource management, gradually upgrading water management from single-campus compliance management to an integrated water governance model that combines sites, basins, and stakeholder participation, and supporting the long-term target of a 30% reclaimed water reuse rate across the entire Group by 2030.

Aqueduct Water Resource Risk Distribution Map



AWS International Sustainable Water Management Certification

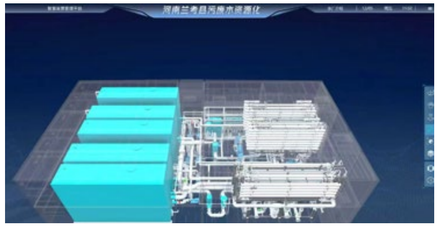
To go beyond basic compliance, the Group has introduced the AWS (Alliance for Water Stewardship) international sustainable water management certification as an important tool to enhance its water resource governance capabilities. AWS certification not only focuses on compliance with water withdrawal, use, and discharge at a single campus, but also emphasizes water resource risks, water quality protection, effective water governance, protection of important water-related areas, and joint stakeholder participation in the basin where the site is located. By introducing the AWS management framework, the Group can move from traditional "in-plant compliance management" to integrated "site-basin-stakeholder" water resource management, further reducing operational risks related to water quality, water quantity, regulatory changes, or basin stress.

The 2024 report used the AWS Platinum-level certification of the Zhengzhou Campus as a case study, explaining that in the face of drought risk in Henan, the campus launched an AWS certification project in 2023 and enhanced its water management resilience by improving water management systems, enhancing water resource use efficiency, advancing circular utilization, and strengthening basin protection.

In 2025, the Group continued to expand the scope of AWS certification, with **9** new legal entities obtaining AWS certification, bringing the cumulative total to **13** certified legal entities, of which **8** obtained AWS Gold-level certification; at the same time, the Vietnam campus obtained the Group's first overseas campus AWS certification, indicating that the Group's water resource management capabilities have gradually expanded from major campuses in Mainland China to overseas operating sites. This achievement demonstrates that the Group's water management is no longer limited to complying with local regulations and discharge standards, but further systematically examines campus water risks, water governance performance, and basin-level environmental impacts through international third-party certification mechanisms, strengthening the consistency and verifiability of water resource management across its global operating sites.

Project: Lankao Campus Advances Reclaimed Water Utilization to Enhance Water Resource Circulation Efficiency in High Water-Stress Areas





Located in a water-stressed area, the Lankao Campus obtained AWS Gold-level certification in 2023, demonstrating its practical achievements in water resource management, basin protection, and stakeholder collaboration.

To further enhance water resource circulation and utilization efficiency, the Lankao Campus collaborated with Beijing Enterprises Water Group and the Lankao Economic and Technological Development Zone to advance a reclaimed water utilization project, channeling high-quality desalinated water treated by the local sewage treatment plant into the campus as one of the sources of production water for Foxconn Industrial Internet's Lankao Campus. This initiative not only helps alleviate water-use stress in the area but also enhances the campus's water resource supply resilience and reduces demand for municipal freshwater withdrawal.

During the project's advancement, the Lankao Campus simultaneously introduced a smart operations management platform to conduct intelligent monitoring of reclaimed water quantity and quality, ensuring stable influent quality that meets production-use requirements. During the reporting period, the Lankao Campus used a cumulative total of 269,300 cubic meters of reclaimed water; after the introduction of reclaimed water, the water production rate of the campus's pure water plant increased to more than 90%, further enhancing water resource use efficiency and achieving a higher level of water resource reuse and conservation.

Cumulative Reclaimed Water Usage
cubic meters **26.93**

Purified Water System Production Efficiency Increased to
more than **90%**

Project: Rainwater and Reclaimed Water Utilization





Restore and reimagine a botanical-garden-style domestic sewage treatment plant by restoring the FBR wastewater ecological treatment technology, with the reclaimed water—after being treated to meet standards—used for campus green space irrigation and in-building toilet flushing. Rainwater is collected and used from half of the roof area of the sewage treatment plant, capable of collecting approximately 726 tonnes annually. Rainwater in the shared farm area is pre-treated and then stored in rain barrels and an underground storage tank with a total capacity of 5.4 tonnes; during heavy rain (daily precipitation of 25 mm), approximately 4.7 tonnes of rainwater can be collected in a single day, which can be extracted through faucets and an old-fashioned hand pump when in use, providing an interactive experience while irrigating the farm. Rainwater in the habitat garden area, after multi-layered pre-treatment such as settling in rain barrels and filtration through a dry stream, flows into the pond. The pond not only collects 363 tonnes of rooftop rainwater annually but also surface runoff from a surrounding catchment area of approximately 550 m², ultimately functioning as a small-scale ecological water purification system. During the dry season, it is replenished with reclaimed water from the sewage treatment plant to ensure the system's continuous operation.

Annual Rainwater Harvesting Capacity
726 tonnes

Daily Rainwater Harvesting Capacity
4.7 tonnes

Annual Rooftop Rainwater Harvested
363 tonnes

Wastewater Management and Regulatory Compliance

Management Mechanisms and System

The Group regards wastewater management and water resource governance as key aspects of corporate sustainable development and environmental protection. In addition to strictly complying with regulations, the Group also ensures the effective utilization of water resources and the sustainable health of the environment by introducing advanced management systems and international standards.

In terms of management mechanisms, all of the Group's production bases have implemented and passed ISO 14001 Environmental Management System certification, using the PDCA management model to identify environmental aspects related to energy, water resources, and waste in production, activities, and service processes, assessing potential environmental impacts based on their severity and frequency of occurrence, and formulating corresponding management targets and control measures. At the implementation stage, campuses ensure that production activities operate in coordination with environmental protection facilities in accordance with local regulatory requirements and internal environmental management procedures; at the checking stage, the Group uses its self-developed smart monitoring platform to track environment-related data of each campus in real time, including data on water resources, exhaust gas, waste, and energy, and conducts quarterly inspections through an independent auditor mechanism to strengthen on-site audits and subsequent improvement tracking.

Wastewater Discharge Standards

The Group regards wastewater discharge quality management as an important aspect of water resource management and environmental compliance. The minimum wastewater discharge quality standards for each operating site are comprehensively formulated based on the applicable environmental protection laws and regulations of the operating location, discharge permit/environmental permit requirements, local competent authority discharge standards, and the campus's actual processes, wastewater quality characteristics, and receiving water body management requirements. In cases where regulations, permit conditions, and customer or internal management requirements coexist, the Group in principle adopts the stricter one as the campus execution benchmark, so as to ensure that wastewater discharge meets compliance requirements and reduces potential impacts on the surrounding environment.

Wastewater Treatment and Monitoring

For wastewater discharge management, the Group adopts differentiated treatment methods based on the source and quality characteristics of the wastewater. For domestic sewage, process wastewater, and other plant wastewater, campuses configure appropriate collection, pretreatment, chemical/physical/biochemical treatment, and subsequent monitoring procedures based on their pollutant characteristics, and conduct water quality testing or continuous monitoring before discharge, confirming that the effluent quality meets the discharge standards, discharge permits, and internal control requirements of the location before it may be discharged into municipal pipe networks or designated receiving water bodies. The Group's Water Management Commitment also explicitly requires the establishment of a comprehensive discharge monitoring system to record pollutant discharge data, and the regular inspection and maintenance of wastewater pollution control facilities to ensure their stable operation.

In addition, the Group incorporates wastewater discharge quality management into its water resource risk and opportunity management process, continuously confirming water governance performance and regulatory compliance through risk identification, target setting, equipment maintenance, employee training, internal reviews, and external audits. In the event of potential wastewater pollution incidents, the Group also requires the formulation and implementation of emergency response plans to ensure a quick, effective response and reduce environmental impacts.

Compliance Performance

The Group continuously reduces the risk of non-compliance with water quantity and quality permits, discharge standards, and related regulations through its environmental management system, regulatory compliance management, discharge monitoring, wastewater treatment facility maintenance, internal and external audits, and emergency management mechanisms. Each campus regularly monitors water withdrawal, water use, discharge, and wastewater treatment status in accordance with local regulations and permit requirements, and incorporates the relevant data into its environmental management platform and internal tracking mechanisms to ensure that water resource management measures are continuously reviewed and improved.

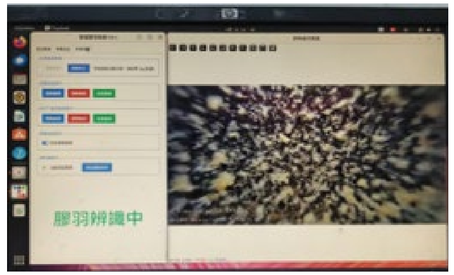
In 2025, the Group had 0 major incidents of non-compliance with water quantity and/or quality permits, discharge standards, and related regulations. The Group will continue to reduce water-related compliance risks and continuously enhance its water resource governance capabilities and operational resilience through the ISO 14001 Environmental Management System, AWS Sustainable Water Management Certification, discharge monitoring, facility maintenance, internal and external audits, and emergency response plan management.



Project: Promotion and Implementation Project for AI Wastewater Image Recognition

By introducing and promoting AI wastewater image recognition technology, Foxconn has achieved a comprehensive upgrade of its operating model.

- **Technological Maturity and Comprehensive Promotion (Standardized Replication)**: The project technology has reached maturity and has been formally introduced at the Group's third Demo Site (demonstration campus). Through standardized modules and cross-campus replication, it has successfully accelerated the widespread adoption of green transformation and smart environmental protection technologies across the Group.
- **Digital Labor and Ultimate Energy Conservation (Operational Efficiency Enhancement)**: Comprehensively replacing traditional manual scheduled inspections, AI vision enables uninterrupted monitoring. A single system is expected to streamline 400+ labor hours annually, effectively freeing up on-site personnel and overcoming the blind spots of night shifts and cross-campus inspections.
- **Risk Management and Round-the-clock Protection (Zero Human Misjudgement)**: Establishing a 24/7 all-weather protection network, the abnormal response time has been substantially shortened from several hours to within 10 minutes. Through millisecond-level real-time image recognition, potential issues are identified in advance, thoroughly eliminating the risk of environmental penalties and additional treatment costs resulting from human misjudgement.
- **Objective**: Establish a precise dynamic dosing model to solve the scientific challenges of "latency" and "volatility" in wastewater treatment and reduce chemical usage and sludge generation by at least 15%.
- **2025 Outcomes**: Integrated front-end water quality sensors (pH, EC, TP, COD, etc.) with AI real-time image data to establish a multimodal input model.
- **Predictive Modeling**: Utilized multilayer neural networks to predict the concentration trends of target pollutants, solving the control challenge of chemical reaction lag.
- **Validation Stage Outcomes**: Continuously tested in a field environment, achieving efficient and intelligent operation with compliant discharge in December 2025 under conditions where the total phosphorus of the raw water exceeded 350 mg/L.

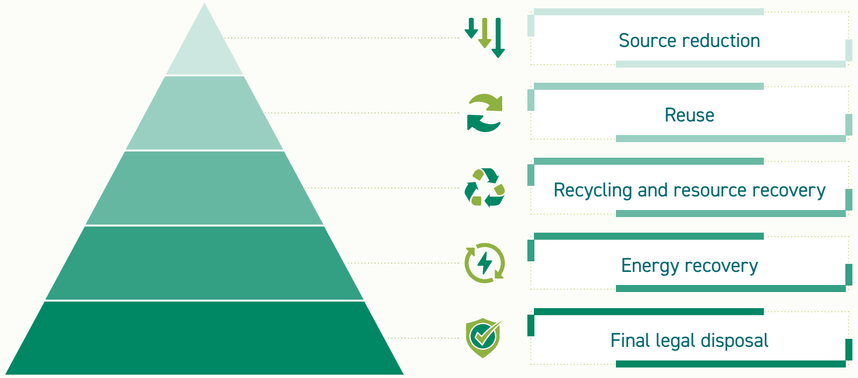




Waste and Hazardous Substance Management

Waste Management Policy and Programs

Foxconn Technology Group has established a waste management mechanism based on the ISO 14001 Environmental Management System, with each campus implementing waste classification, storage, transportation, reuse, and final disposal operations in accordance with the regulatory requirements of its operating location. The Group follows a management hierarchy strategy of "source reduction → reuse → recycling and resource recovery → energy recovery → final legal disposal," and continuously enhances waste management efficiency and information transparency through digital management platforms such as the Group's environmental information network and regular performance tracking. In 2025, all global campuses fully implemented the Foxconn Technology Group Waste Management Commitment.



Major Waste-related Impacts and Value Chain Connections

In the manufacturing of electronic products and related operations, Foxconn requires inputs such as metals, plastics, chemicals, packaging materials, and various production consumables, and completes product manufacturing through stamping, CNC machining, coating, assembly, testing, and packaging. In the above processes, metal offcuts, waste plastics, waste cartons, sludge, waste liquids, waste solvents, and other industrial waste may be generated.

In addition, equipment maintenance, plant operations, and employees' daily activities may generate domestic waste, food waste, and other waste that require proper treatment. If waste classification, storage, transportation, or final disposal is improperly managed, it may lead to soil and water pollution and increase environmental risks such as greenhouse gas emissions.

On the other hand, if waste can be effectively recycled and reused, it helps reduce the consumption of virgin resources, reduces the need for landfilling and incineration, and enhances material utilization value. Therefore, Foxconn continues to advance source reduction, resource recovery, and zero-waste management initiatives to minimize actual and potential environmental impacts.

Foxconn's waste-related impacts primarily originate from its organization's own operational activities, including waste generated by manufacturing processes, equipment operation, product packaging, and daily campus operations, which fall within the scope that the Group can directly manage and control. The Group reduces the environmental impact of its operational activities and continuously enhances waste diversion and resource circulation performance through mechanisms such as environmental management systems, waste classification management, legal transportation, and third-party verification.

In addition, waste-related impacts also extend to the upstream and downstream of the value chain:

- **Upstream Value Chain**: Raw material supply, packaging material use, and supplier manufacturing activities may generate resource consumption and waste discharge; therefore, Foxconn continues to advance supplier environmental management, recycled material adoption, and packaging reduction collaboration to reduce supply chain waste impacts.
- **Downstream Value Chain**: The final disposal of waste may also cause potential environmental impacts. In response, Foxconn continues to advance circular economy strategies and works with customers, recyclers, and supplier partners to jointly enhance resource circulation and utilization efficiency, thereby reducing the environmental impact of waste.

Reduction and Resource Recovery Actions

The Group advances source-reduction strategies to reduce waste generation through measures such as process optimization, packaging reduction, material substitution, and circular-utilization initiatives. Each Business Group also advances projects, such as chemical reduction, packaging material reuse, and metal offcut recovery, tailored to product characteristics to reduce raw material loss and waste output.

To enhance waste diversion and resource circulation efficiency, the Group continues to invest in circular economy and resource recovery-related technologies, including product redesign, recycled material adoption, high-value utilization of waste plastics, chemical reduction, and intelligent waste management platforms, advancing the transition of the management model from end-of-pipe treatment gradually toward source prevention and circular management. In 2025, the Group's in-campus plastic circulation proportion was 40%; the Group's bulk raw material circular recovery and utilization volume reached 25,339 tonnes, including 11,045 tonnes of metal (aluminium), 3,982 tonnes of packaging materials (blister trays), and 10,312 tonnes of plastics (plastic pellets), continuously expanding the application of circular materials in products and operations.

2025 Group Bulk Raw Material Circular Recovery and Utilization Targets and Actual Achievement

Unit: tons

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Subtotal
Metal (Aluminum)	Target	350	260	450	650	720	780	820	850	920	1,000	1,100	1,300	9,200
	Actual	380	265	510	780	870	1,100	985	1,050	1,450	1,230	1,105	1,320	11,045
Packaging (Blister Trays)	Target	320	280	300	320	320	320	350	360	400	400	400	400	4,170
	Actual	300	280	290	310	305	300	300	350	366	396	380	405	3,982
Plastics (Plastic Pellets)	Target	523	703	749	814	922	955	1,096	1,172	1,183	1,063	944	868	10,992
	Actual	525	533	695	850	900	1,684	1,014	1,132	995	526	658	800	10,312
Total	Target	1,193	1,243	1,499	1,784	1,962	2,055	2,266	2,382	2,503	2,463	2,444	2,568	24,362
	Actual	1,205	1,078	1,495	1,940	2,075	3,084	2,299	2,532	2,811	2,152	2,143	2,525	25,339
Achievement Rate		101%	87%	100%	109%	106%	150%	101%	106%	112%	87%	88%	98%	104%

In terms of capacity building, Foxconn regularly conducts waste management education and training for employees and suppliers, covering topics such as waste classification, hazardous waste management, regulatory requirements, resource recycling, and emergency response procedures, to enhance employees' environmental management awareness and regulatory compliance capabilities. In addition, each campus continues to raise employees' awareness of circular economy and resource sustainability concepts through environmental advocacy activities and digital learning platforms.

Third-party Verification and Advancement Toward Zero Waste to Landfill

The Group requires that waste transportation, recycling, and final disposal operations be carried out by legal and qualified third-party institutions and regularly reviews their permits and operational qualifications to ensure compliance with local regulatory requirements. For zero waste to landfill performance, the Group adopts the internationally recognized UL 2799 certification system, with independent third-party institutions conducting inspection and certification to confirm that waste diversion rates, final destinations, and landfill management meet the standards, thereby enhancing management credibility.

In terms of long-term targets, the Group originally set a target of "achieving UL2799 Zero Waste to Landfill Gold-level certification for 5 campuses by 2025"; as of the end of 2025, the Group had obtained a cumulative total of **40** valid UL 2799 Zero Waste to Landfill certifications (of which **37 were Platinum-level** and **3 were Gold-level**), including **nine campuses** with campus-level certification, while assisting **26** electronics suppliers in obtaining zero waste to landfill certification. The Group also plans to advance its 2026–2030 long-term targets, continuously striving toward the direction of "achieving an industrial waste diversion rate of more than 98% within campuses."

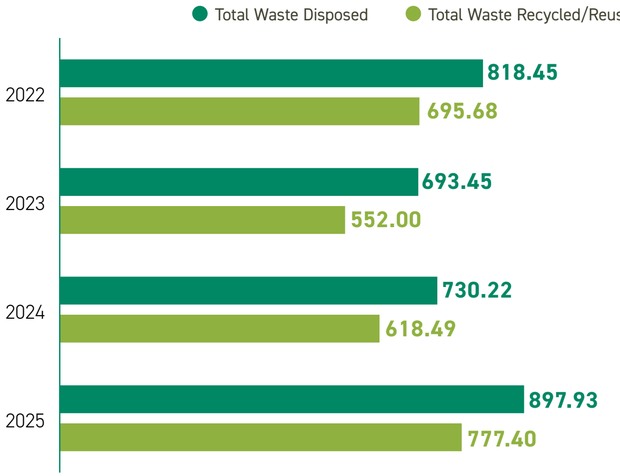
Waste Generation and Disposal in 2025

In 2025, the Group's total waste recycling/reuse volume was **777,395.31 tonnes**, the total waste disposal volume was **897,933.94 tonnes**, and the total waste generated was **1,675,329.25 tonnes**. The Group continues to prioritize methods such as recycling and reuse, resource recovery, and energy recovery, while reducing the final landfill volume; in 2025, the landfill volume was **14,219.92 tonnes**, accounting for approximately **0.85%** of the total waste generated.

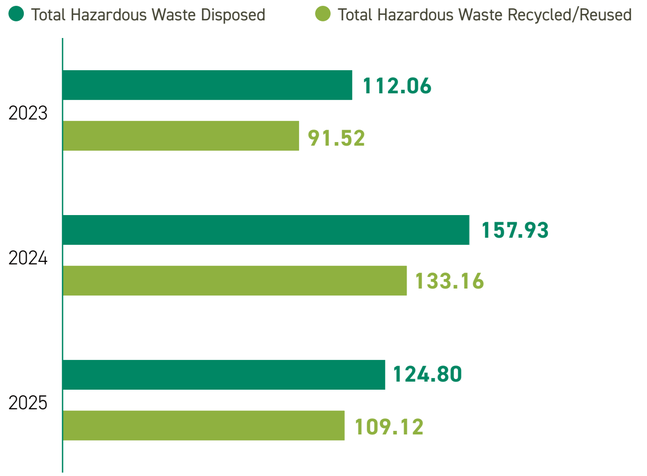
In terms of hazardous waste, in 2025, the recycling/reuse volume was **109,117.72 tonnes**, the disposal volume was **124,796.94 tonnes**, and the total generated was **233,914.66 tonnes**; of this, the landfill volume was **1,818.23 tonnes**, accounting for approximately **0.78%** of the total hazardous waste generated, with the hazardous waste landfill rate also at **0.78%**.

Waste Generated **1,675,329.25** tonnes	Recycled / Reused **777,395.31** tonnes
Disposal Amount **897,933.94** tonnes	Landfilled Amount **14,219.92** tonnes
Landfill Rate **0.85** %	Hazardous Waste Generated **233,914.66** tonnes
Hazardous Landfill Rate **0.78** %	

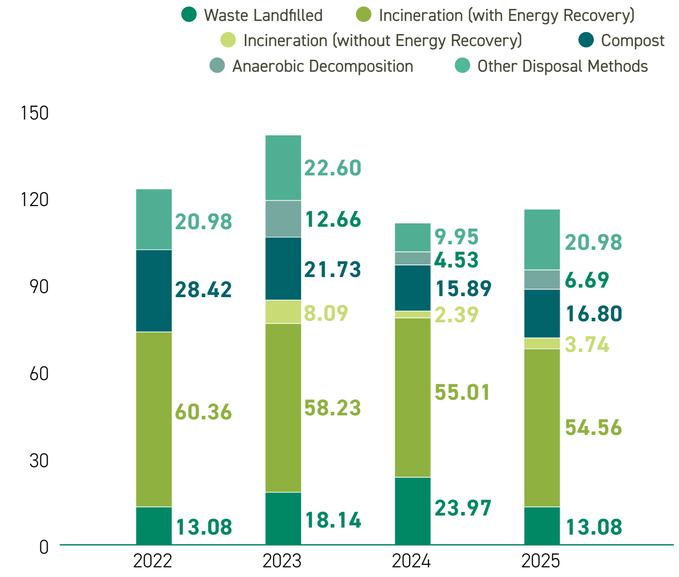
Total Waste Disposal Weight and Total Recycling/Reuse Weight (thousand tonnes)



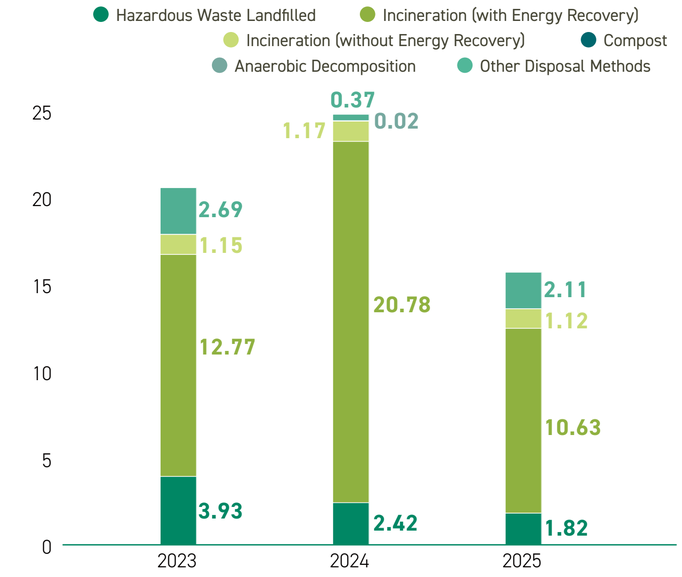
Total Hazardous Waste Disposal Weight and Total Recycling/Reuse Weight (thousand tonnes)



Total Volume Distribution by Waste Treatment Method (thousand tonnes)



Total Weight Distribution by Hazardous Waste Treatment Method (thousand tonnes)



Sustainable Raw Materials and Product Management

Sustainable Raw Materials and Circular Economy

The Group recognizes that the extraction, processing, and use of raw materials may bring environmental and social impacts. To implement responsible procurement and sustainable supply chain management, Foxconn will formulate a Sustainable Raw Materials Policy, which will be approved, overseen, and regularly reviewed by the Board of Directors and CEO, ensuring that the relevant management direction and resource investment are consistent with the Group's sustainable operations strategy.

The Group is committed to selecting green, sustainable raw materials to minimize potential negative environmental and social impacts associated with their use and actively collaborates with external stakeholders to advance sustainable best practices for green raw materials, thereby continuously enhancing the sustainability and resilience of the supply chain. Where feasible conditions exist, the Group prioritizes increasing the proportion of third-party-verified raw materials and recycled materials used, so as to reduce reliance on virgin materials; at the same time, it avoids using raw materials from globally or nationally important biodiversity-sensitive areas and incorporates biodiversity conservation into raw material management considerations, so as to reduce the potential impact of procurement activities on the natural environment and ecosystems.

To implement policy requirements, the Group systematically inventories the use of key raw materials and continuously reduces environmental impacts arising from raw material extraction and use through methods such as material adoption, circular utilization, and supply chain collaboration. In 2025, among the Group's metal raw material procurement, the proportions of recycled sources for aluminium, copper, and iron/steel were **68%**, **2%**, and **3%**, respectively.

Throughout the processes of product design, manufacturing, processing, assembly, and transportation and distribution, Foxconn continuously tracks the use of raw materials such as plastics and key metal minerals and discloses their total use and the proportion from recycled sources, to strengthen the transparency and traceability of raw material management.

Overview of the Group's Raw Material Recycling Utilization in 2025

Raw Material Category	Aluminum	Cobalt	Copper	Iron/Steel	Nickel	Lithium	Titanium
2025 Total Usage (unit: tonnes)	110,584	Not directly procured	13,068	225,136	Not directly procured	Not directly procured	Not directly procured
Proportion of Recycled Sources (%)	68%	-	2%	3%	-	-	-



To effectively control raw material-related supply chain risks and drive sustainable transformation, the Group has established a sustainable raw material management mechanism that covers key material identification, source traceability, advancement of circular utilization, and internal capacity building.

In terms of key raw material identification and traceability management, the Group identifies priority management items through two principles:

- Materials with large procurement volumes, irreplaceability, and exposure to price volatility risk
- Materials with irreplaceability and exposure to supply interruption, regulatory oversight, and ESG reputation risks

Based on the inventory assessment, the Group's key raw materials include steel/iron, aluminium, plastics, tantalum, tin, tungsten, gold, cobalt, and mica. Among these, ranked by total procurement volume, the three core raw materials currently under priority management are steel/iron, plastics, and aluminium. For high-risk minerals such as tantalum, tin, tungsten, gold, cobalt, and mica, the Group traces their sources through the Supplier ESG Digital Management Platform, continuously strengthening raw material supply chain transparency and responsible procurement management to ensure legal sourcing and compliance with human rights and environmental protection-related regulations.

In addition, the Group requires raw material suppliers to sign the Environmental and Social Responsibility Commitment Letter and to provide documents such as the Conflict Minerals Due Diligence Report and the Product RoHS Compliance Declaration, and reviews the potential environmental and social risks that raw materials may cause during production and supply through regular ESG audits and performance evaluations, progressively enhancing the completeness and effectiveness of supply chain management.

To reduce the impact of raw material use and advance resource circulation, the Group continues to expand the adoption of circular materials and waste-reduction management, mitigating the environmental and social impacts of raw material consumption and production processes. The Group has incorporated waste diversion and Zero Waste to Landfill management into its key strategic directions, set relevant quantitative management targets, regularly reviewed the effectiveness of execution, and disclosed progress in its annual sustainability report to demonstrate management transparency and continuous improvement.

In terms of internal capacity building, the Group regularly conducts sustainable raw material education and training for relevant colleagues in procurement, R&D, and product design, covering topics such as circular and recycled materials, UL 2799, REACH, and RoHS, so as to enhance colleagues' professional capabilities in raw material assessment, traceability management, regulatory compliance, and supplier communication, ensuring that the sustainable procurement policy is implemented in daily operations.

Product Management

Green Product Design and Management

Foxconn understands the potential environmental impacts at each stage of the product life cycle and therefore regards green product management as an important core of advancing sustainable development. The Group follows the twelve principles of green chemistry, the General Principles of Eco-design of Products, and the Green Product Design and Development Guidelines, incorporating the four core principles of "hazard reduction, energy efficiency, material reduction, and recyclability" into the product development process, and progressively implementing them across the management of each stage, including design, manufacturing, packaging, logistics, use, and end-of-life recycling.

Foxconn Green Product Design Principles and Process



Energy Efficiency

Design and development to enhance energy efficiency; apply new technologies to reduce energy consumption

Hazard reduction

Products meet legal requirements; pro-actively limit environmental hazardous substances not covered by regulations

Material reduction

Reduce material consumption; choose biodegradable and renewable materials

Recyclability

Product design for a circular economy, green packaging, and circular material utilization

Persist in providing customers with highly efficient, energy-saving, and environmental products and solutions, helping customers to reduce operating costs and reduce carbon emissions

Environmental strategy based on "circular economy" concepts, continuously improve resource and energy efficiency, and promote the reuse of raw materials, components, and products

The Group's Design for Environment (DfE) policy covers the complete product life cycle and requires products to comply with international environmental regulations such as REACH and WEEE, as well as customer requirements, with the following key management directions:

- **Raw Materials and Components**: Prioritize the selection of green materials with a lower environmental footprint.
- **Manufacturing and Operations**: Continuously optimize production processes to reduce pollutant emissions and resource consumption.
- **Distribution and Logistics**: Strive to reduce GHG emissions and packaging material waste during storage and transportation.
- **Product Use**: Continuously enhance product energy efficiency during the use and maintenance stages.
- **End of Life Cycle**: Strengthen product design for easy disassembly to enhance the benefits of recycling treatment and resource reuse.

Hazardous Substance Management

To advance toward the goal of "zero hazard, zero pollution," the Group has established a hazardous substance and green quality management mechanism spanning from source design to product shipment, and implements the following five management principles:

Green Procurement (No Procurement)

Require suppliers to sign the Environmental and Social Responsibility Commitment Letter, committing to comply with the Group's environmental standards; suppliers must also submit an Environmental Management Substance Composition or Component Breakdown Table disclosing the content of hazardous substances. For EU RoHS-controlled substances, suppliers must provide test reports for the Group's review.

Chemical Substance Registration (No Inflow)

In accordance with international regulations such as RoHS, REACH, TSCA, and POPs, formulate the Chemical/Substance Registration Management Regulations and control lists, conducting review and tiered management of all incoming chemicals to ensure compliance with regulatory requirements.

Risk Assessment (No Manufacturing)

A risk assessment mechanism composed of departments such as occupational safety management, production, and R&D conducts a comprehensive chemical substance risk assessment at least once a year and adopts corresponding control measures according to risk levels.

Safe Use (No Manufacturing)

Conduct registration management of in-plant chemicals to grasp their hazard characteristics; for newly introduced or changed chemicals, safety assessments, environmental material verification, and hazardous substance compliance testing must be completed to prevent non-compliant materials from entering the process.

Outflow Control (No Output)

Set up material testing mechanisms to monitor process materials, final products, and waste, ensuring compliance with health, safety, and environmental requirements and preventing products containing hazardous substances from entering the market.

In addition, the Group has implemented the QC 080000 Hazardous Substance Process Management System, continuously strengthened product environmental management and green procurement mechanisms, and taken maintaining 100% green procurement ratio as its management target, continuously enhancing product environmental management performance through regulatory compliance, supplier collaboration, and internal education and training.

Building on the aforementioned green design and hazardous substance management mechanisms, the Group actively pursues international third-party environmental certifications and labels for its products to enhance transparency of product environmental information and market recognition. Through third-party verification mechanisms, this not only helps enhance customers' trust in product environmental information but also demonstrates the Group's competitiveness in the green product field.

The Group continues to track the contribution of green products and eco-labelled products to overall revenue. In 2025, subsidiary Foxconn Industrial Internet (FII) continued to expand its green product deployment and set a long-term target of achieving a green revenue proportion of **more than 60%** by 2030, serving as an important management indicator for advancing low-carbon transformation and green product development. The relevant revenue primarily comes from products or services that have obtained international or national-level green product and energy-saving environmental certifications, such as Energy Star, Top Runner, EU Ecolabel, Blue Angel, Cradle to Cradle, and the China Environmental Labeling certification.

Product Life Cycle Assessment

To further quantify the product's environmental footprint using scientific methods, the Group's subsidiary, FII, continues to introduce the Simplified Product Life Cycle Assessment (Simplified LCA). Simplified LCA is based on the complete life cycle assessment methodology and, through procedures such as screening, simplification, and reliability verification, focuses on key environmental impacts and the important stages of the product life cycle. The assessment process may use generic data and standard modules to confirm that the simplification method does not significantly affect the reliability of the overall results, while balancing assessment efficiency and management application value.

By introducing Simplified LCA, the Group can more systematically identify the major environmental hotspots of products at stages such as raw material acquisition, manufacturing, use, and end of life cycle, serving as a basis for low-carbon design, material selection, and circular improvement, and continuously enhancing product environmental management effectiveness.

Hazardous Substance Commitment and Product Management

While advancing low-carbon and circular design, the Group also places importance on managing the impact of its products on human health and environmental safety. Foxconn commits to strictly controlling and progressively phasing out hazardous substances across its full range of products and has formulated time-bound substitution and phase-out targets, regularly reviewed execution progress, and discloses the relevant outcomes in its sustainability report to strengthen information transparency and management accountability.



To accelerate the hazardous substance substitution process, the Group actively collaborates with industry associations and supply chain partners to identify substitute materials that are technically and commercially feasible. It invests R&D resources and budget to advance material improvements and reduce product risks continuously.

To implement the aforementioned commitments, the Group has established a mechanism for chemical substance management from the source. For new suppliers, it conducts comprehensive compliance reviews covering RoHS, REACH SVHC, halogen-free (HF), and VOC, requiring test reports and compliance declarations to ensure that raw materials and components do not contain high-risk restricted substances. For departments and suppliers involving high-risk chemicals, the Group has further established a chemical classification and identification system, restricted and phase-out lists, and a hazard labeling management mechanism. It requires suppliers to implement tiered storage, provide personnel safety education and training, and track regulatory updates.

In addition, during the product life cycle management process, if material changes occur or new products are introduced, suppliers must resubmit test reports and related declarations; if requirements are not met, retesting or suspension of cooperation will be required in accordance with management procedures. For semiconductor raw materials, such as wafers, chemicals, and photoresist, the Group also requires suppliers to annually update third-party test reports and safety data sheets (SDS), and to conduct green product (GP) testing by the R&D unit before the mass production of new products, ensuring that products continuously comply with customer requirements and applicable regulations.

Through systematic supply chain audits and digital management mechanisms, the Group continuously enhances its supply chain's environmental compliance capabilities. In 2025, a cumulative total of 202 major ESG suppliers had completed the signing of product environmental compliance declarations; at the same time, through the Supplier ESG Digital Management Platform, RoHS/REACH declaration data from a cumulative total of 1,800 suppliers had been collected based on product bills of materials (BOM), progressively strengthening supply chain information transparency and chemical substance management effectiveness.

To effectively control regulatory and operational risks, the Group also continues to track the revenue exposure to substances subject to regulations such as RoHS, REACH, halogen-free (HF), and persistent organic pollutants (POPs), ensuring that products comply with applicable international regulations and customer requirements.

WEEE Recycling Management and Circular Practices

When products reach the end of their life cycle, proper waste management is an important aspect of advancing the circular economy. The Group continues to advance the recycling and resource regeneration of Waste Electrical and Electronic Equipment (WEEE), establishing tracking and recycling management mechanisms, and continuously monitoring the quantity of WEEE generated after the end of life of sold products to inform subsequent approaches to advancing recycling and reuse.

To enhance the effectiveness of recycling management, the Group has formulated concrete action plans and quantitative targets to continuously increase the waste reuse and recycling rate. At the same time, to ensure the legality and safety of the recycling process, the Group regularly reviews the qualifications of WEEE receiving and treatment providers, confirming their compliance with relevant electronic waste management standards and regulatory requirements.

In terms of actual progress, FII collaborated with two major customers in 2025 to advance end-of-life product recycling management. The introduction of designs for easy disassembly, such as modular design, reserved snap-fits, and reduced adhesive bonding and welding, as well as compliant WEEE certification and component labeling, helped enhance product recycling and reuse efficiency. In 2025, 100% of FII's sold products were reusable; in addition, according to the Green-Eco product inventory results, 7% of FII's total product lines incorporated recycled materials.

The Group also continues to advance education, training, and advocacy related to sustainable product management. In addition to helping customers understand recycling programs and related requirements, it continued its 2024 green education program, focusing on topics such as REACH, RoHS, hazardous substance management commitments, and Waste Electrical and Electronic Equipment management. Through e-learning materials, audiovisual courses, and diverse learning mechanisms, it provides colleagues with flexible learning channels that continuously strengthen their awareness of international environmental standards and regulatory compliance capabilities.

Looking ahead, Foxconn Technology Group will continue to take green innovation and circular economy as important directions for product management, further integrating green product design and sustainable raw material procurement management, enhancing resource use efficiency and reducing environmental impacts from the source, and continuing to work with global value chain partners to jointly advance the development of a low-carbon, low-toxicity, and resource-circular industry.

Key Customer Collaborations	Reusability of Sold Products	Proportion of Product Models Incorporating Recycled Materials
2 companies	100 %	7 %

Air Quality and Pollution Management

Air Pollution Management

Foxconn Technology Group has established "Full-process Scientific Air Pollution Control Regulations" and published its Air Management Commitment, which covers global operating sites and all employees and extends to the value chain, including distribution and logistics, partners, service providers, contractors, and suppliers.

In terms of compliance management, the Group obtains local environmental impact assessment permits in accordance with the law before initiating any production activities. It configures exhaust gas treatment equipment based on process needs. During operations, it cooperates with government air pollution policies, establishes emergency response systems, and strictly controls exhaust gas emissions through regular equipment maintenance and environmental sampling and monitoring, ensuring 100% compliance with the target.

Air Pollution Prevention Measures and Performance

To effectively implement air pollution prevention, the Group analyzes the composition and physicochemical properties of exhaust gas at each campus and assesses and introduces the best available technologies. In treatment practice, Foxconn adopts four core principles spanning from source to end-of-pipe, striving to minimize the impact of atmospheric pollutants on the environment to the greatest extent:

Source Reduction

At the product R&D and production line design stages, prioritize the introduction of green production design principles that help reduce pollutant emissions, reducing the risk of pollution generation from the source.

Process Optimization

Strengthen various control measures during the production process, continuously optimizing process techniques and operating parameters to enhance resource use efficiency and reduce exhaust gas emissions.



Technological Innovation

Continuously invest in the R&D and application of environmental protection and prevention technologies and equipment, enhancing the level and efficiency of air pollution control through emerging technologies.

End-of-pipe Management

For exhaust gas that cannot be eliminated at the source or during the process, adopt effective and best available pollution prevention technologies and treatment equipment for end-of-pipe purification, to reduce pollutant emissions to the greatest extent.

In daily operations, the Group has established strict maintenance and monitoring mechanisms for various exhaust gas treatment facilities. The business units at each campus regularly conduct preventive equipment maintenance and environmental sampling and monitoring to ensure that exhaust gas treatment facilities operate at optimal efficiency, implementing full-process scientific air pollution control.

NOx **62.97** tonnes

SOx **16.08** tonnes

VOC **276.57** tonnes

Particulate Matter **230.41** tonnes

VOC Coverage **35%** in 2022 → **100%** in 2023-2025

Group Air Pollutant Coverage Scope, 2022–2025

Air Pollutant	Unit	2022	2023	2024	2025
VOC	tonnes	134.60	150.87	245.43	276.57
Coverage Scope	%	35	100	100	100

Overview of Group Air Pollutant Emissions in 2025

	Emissions (tonnes)
Nitrogen oxides (NOx)	62.97
Sulfur oxides (SOx)	16.08
Volatile organic compounds (VOCs)	276.57
Particulate matter	230.41

Promotion and Implementation Project for a Drone Air Quality Monitoring System

Location: Chengdu

Investment Amount: RMB 100,000

This project is an important practice in the Group's digital air quality governance, with the following key highlights:

- **Cross-campus Scaled Promotion and Three-dimensional Monitoring**: The system has been introduced at the Group's third demonstration campus (Demo Site), upgrading air quality monitoring from the traditional planar "point and line" levels to a three-dimensional "surface" protection network. Through standardized operating procedures, the cross-campus and cross-regional replication and scaled application of smart environmental protection technologies have been successfully achieved, further strengthening the Group's overall environmental protection resilience.
- **Data-driven Demonstration of Digital Sustainability Performance**: The cumulative total flight monitoring mileage of drones across the three demonstration campuses has exceeded 8,623 km. Through high-frequency, wide-range three-dimensional inspections, this project builds a high-density environmental big data repository, providing scientific data support for campus odor source tracing and dynamic air quality analysis.
- **Technology-enabled Implementation of Green Digital Governance**: Through all-weather dynamic drone patrols, the Group continues to advance long-term environmental monitoring programs, responding to the Group's core ESG environmental sustainability goals with concrete and quantifiable technology-enabled actions, and building a new-generation green smart campus benchmark.



Ecological Impact and Biodiversity

Biodiversity and No-Deforestation Commitment and Management Approach

Foxconn is deeply aware that biodiversity and natural capital are the foundation for maintaining global ecological balance and long-term corporate resilience. In response to the Convention on Biological Diversity (CBD) and the Sustainable Development Goals (SDGs), the Group officially published the first edition of its Biodiversity and No-Deforestation Commitment in 2023; to continuously deepen the governance level and strength of the commitment, the second edition of the commitment was formally approved by the Chairman on July 15, 2024, further establishing a top-down green governance approach.

The Group has set a clear long-term vision and time-bound targets, committing to achieve the "Net Positive Impact on biodiversity fully" and "No Net Deforestation" international initiatives before 2050, and to incorporate nature risks into its business considerations.

In terms of response strategy, the policy clearly stipulates: If operational activities must be located near key biodiversity areas, the Group will take action in accordance with the internationally recognized Mitigation Hierarchy to reduce the ecological impact on such areas:

Biodiversity Commitment and Mitigation Hierarchy



Avoid	Minimize	Restore	Offset	Transformative (Transformative/Conservation Actions)
Conduct environmental assessments before establishing or expanding new plants, avoiding globally or nationally significant biodiversity-sensitive sites to the greatest extent possible.	If avoidance is not entirely possible, reduce disturbance to the surrounding ecology through measures such as establishing green belts and reducing construction noise and light pollution, and incorporate this into daily operational tracking.	For environments already affected, invest in actions such as native plant restoration, water quality improvement, and habitat reconstruction.	If there is damage that cannot be restored, advance conservation programs or construct artificial wetlands in other areas with reference to international standards, to maintain overall ecological balance.	Go beyond the boundaries of its own operations to exert systemic influence. Taking the "Sustainable Ocean – Circular Resources" program as an example, the Group deeply integrates biological restoration, circular economy, and marine education. Externally, it has partnered with professional teams to establish a germplasm bank, completed the restoration and release of more than **46,000** native seedlings (fish, coral, and algae), and accumulated marine carbon sink knowledge; internally, it has cultivated employees to become citizen scientists and hosted marine education courses with more than **4,200 participants**. Combining environmental education with local revitalization creates biodiversity benefits shared by the enterprise, academic and research institutions, and local society.

Foxconn's Biodiversity and No-Deforestation Commitment applies not only to the Group's own operating sites but also to suppliers and partners, requiring them to comply with the same standards. In the concrete implementation of the no-deforestation policy, the Group implements a "No Net Deforestation" strategy, committing that if forestland development or damage cannot be entirely avoided, it will conduct substantive offsets through methods such as future afforestation and habitat restoration to maintain overall ecological balance.

Based on the industry characteristics and materiality assessment of the technology manufacturing industry, the Group focuses the scope of its commitment on campus development and core operational activities, strictly requiring the supply chain to prohibit the felling of primary forests and to avoid activities near ecologically sensitive areas. At the same time, the Group continues to conduct in-depth communication and engagement with external stakeholders; in addition to investing in ecological education, it also invites local communities, research and learning institutions, and non-governmental organizations to jointly participate in ecological restoration projects, ensuring that restoration outcomes are long-term and sustained. Through transparent information disclosure and multi-party local collaboration, it gathers the strength of all sectors to advance toward a Nature Positive and sustainable future jointly.

Biodiversity Risk Assessment

To concretely implement its biodiversity commitment, Foxconn has introduced the LEAP framework recommended by the TNFD (Taskforce on Nature-related Financial Disclosures) to inventory and manage nature-related risks systematically. The Group conducted its first nature-related risk and opportunity assessment for Taiwan's core campuses, with the execution steps and outcomes as follows:

Locate

Identifying Nature Interface Points and Operational Scope

Foxconn adopts a location-specific assessment method to precisely position the interactive relationship between its operating sites and the natural environment. The scope of this assessment covers the operational activities of Taiwan's core campuses (including the Tucheng Campus, Neihu Building, and Taoyuan Campus) and extends to areas adjacent to the campuses. The assessment scope spans the four major ecosystems of terrestrial, freshwater, marine, and atmospheric, to comprehensively grasp the ecological sensitivity of the operating locations.

Evaluate

Assessing Dependencies on and Impacts to Nature

At the evaluation stage, the Group introduced high-resolution gridded map data of Taiwan (Taiwan ENCORE) as a core methodological tool, and adopted a dual-track analysis model of "scientific location-based checking" and "internal questionnaire survey":

- **Location Analysis (Location-based Checking)**: Conduct high-resolution spatial analysis through Taiwan ENCORE to quantify the spatial relationship between campuses and ecologically sensitive areas.
- **Materiality Analysis (Internal Questionnaire)**: Measure the actual degree of dependency on and impact on ecology from daily operations through questionnaires distributed to employees of key units.

Through dual-track analysis, the Group comprehensively considers the dependency risks of operations on ecosystem services (such as annual water yield and climate variability) and impact risks (such as land use and water resource consumption).

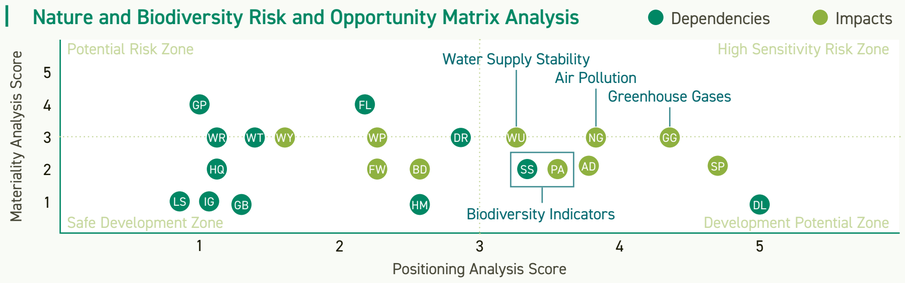
Assess

Identifying Significant Risks and Opportunities

Based on the above evaluation, the Group has developed a biodiversity risk matrix covering **24 indicators** (**13 dependency indicators** and **11 impact indicators**). The assessment results show that Foxconn has identified the following nature-related risks and opportunities:

- **High-sensitivity Risk Areas**: Identified indicators with high location risk and high materiality, such as "water supply stability," "air pollution," and "greenhouse gases," establishing the priority order for resource investment and mitigation actions.
- **Development Potential Areas**: Identified opportunity indicators with development potential, such as "biodiversity," "habitat quality," and "surrounding conservation areas," providing direction for future deployment of ecological restoration and nature-positive actions.

Nature and Biodiversity Risk and Opportunity Matrix Analysis



Prepare

Response Strategies and Risk Management Integration

In response to the high-sensitivity risk items identified in the matrix, Foxconn has incorporated them into the Group's various management plans for active response. At the same time, to strengthen the enterprise's overall operational resilience, the Group plans to integrate the results of this biodiversity risk assessment and the 24-indicator matrix into the Company's comprehensive risk management process. In the future, natural capital risks will be subject to cross-departmental integrated governance alongside major topics such as climate change, ensuring that the Nature Positive goal is closely linked with the enterprise's long-term operational strategy.

Biodiversity Project: Longtan, Taoyuan "Satoyama Academy" Sustainable Ecology Program

To concretely respond to the results of the biodiversity risk assessment, Foxconn has partnered with National Taiwan University, investing more than NT$20 million to advance the three-year "Sustainable Ecology Program – Establishing the Satoyama Academy." Taking the surroundings of Longtan, Taoyuan (covering a composite rural ecosystem of secondary forests, farmland, and streams) as the demonstration site, the program advances various conservation and benefit-sharing actions in accordance with GRI international standards:

Identifying and Responding to Direct Drivers

To clarify the impact of direct drivers, such as habitat destruction on the local ecology, the project team launched a systematic ecological survey, conducting flora and fauna surveys using transect lines or sampling points, supplemented by tools such as infrared automatic cameras for monitoring. The surveys of the first two seasons have established baseline biodiversity data:

- **Species Inventory**: A total of 295 plant species, 41 butterfly species, 22 bird species, and 12 mammal species were recorded, along with various amphibians, reptiles, and fish.
- **Indicator Species**: Including 7 protected animal species such as the pangolin, crab-eating mongoose, and mountain hawk-eagle, as well as 34 Taiwan-endemic animal and plant species such as the Formosan macaque and the Taipei tree frog (including 16 endemic animals and 18 endemic plants), highlighting the important habitat value of the area.
- **Habitat Creation**: In response to habitat degradation risks, bird nest boxes/perches and bat nest boxes will be installed starting in 2026, and ultrasonic soundscape monitoring will be introduced to enhance wildlife habitat and breeding space on the premise of zero disturbance.

Changes in Biodiversity Status and Impact Management

In response to the cumulative impacts of human activities and climate change, this program advances Nature Positive management across three dimensions:

- **Land Use Change**: By constructing ecological trails and replanting native plants, reduce the impact of habitat fragmentation caused by human activities and enhance the resilience of the Satoyama ecology interwoven between forest and water areas.
- **Invasive Alien Species Management**: Continuously conduct the identification and removal of alien species to alleviate their competitive pressure on and disturbance to native ecosystems.
- **Climate Change and Pollution Prevention**: Introduce Nature-based Solutions (NbS), using biochar and organic materials to conduct farmland carbon enhancement trials, reduce chemical fertilizer pollution, and establish soil carbon sink monitoring capabilities through AI and spectral technologies.

Maintenance and Enhancement of Ecosystem Services

Through the dual-track advancement of the Satoyama Academy and the Group's marine conservation actions, the program is committed to maintaining and strengthening ecosystem services, creating long-term well-being that benefits multiple parties:

- **Provisioning and Regulating Services**: Habitat restoration and vegetation creation help enhance primary productivity and soil carbon sink potential and strengthen environmental resilience such as local microclimate regulation and soil water retention.
- **Cultural Services**: Through ecological guided tours and environmental education, provide non-material benefits such as spiritual enrichment, leisure and healing, and cognitive development.
- **Primary Beneficiaries**: Covering corporate employees and their families, local community residents, and schoolchildren, with benefits extended to the overall ecosystem and future generations.

Access and Benefit-sharing

Foxconn regards "environmental education" as the core of benefit-sharing, transforming corporate resources into momentum for local sustainable development:

- **Cultivating Local Sustainability Seeds**: Invited more than 20 local elementary school principals, teachers, and environmental education personnel to participate in teacher training and trail guide courses, building local ecological interpretation capacity.
- **Developing Dedicated Teaching Plans**: Combining the seasonal characteristics of Longtan to develop interactive teaching materials covering themes such as forests, water resources, soil carbon sinks, and eco-friendly agriculture.
- **Expanding Social Influence**: Through parent-child co-learning and employee participation, spread sustainability concepts from within the enterprise outward, establishing a cooperation model of "symbiosis and mutual prosperity" among the enterprise, community, and natural environment.

NTD **2,0 Million**

Plan **3 Year Project**

Plants **295 species**

Butterflies **41 species**

Birds **22 species**

Mammals **12 species**

Protected Species **7 species**

Endemic Species to Taiwan **34 species**

Local Educator Empowerment **≥20 instructors**



Nature Conservation Actions

Nature Conservation Action Project 1: Rainwater + Garden

To implement campus ecologization and resource circulation, Foxconn invested RMB 1.7 million to advance the "Rainwater + Garden" project at the junction between the employee dormitory and the campus's production areas. This program revitalizes and transforms an 800-square-meter old FBR (Fluidized Bed Reactor) sewage treatment plant and 1,000 square meters of surrounding green space into a composite ecological landscape integrating water resource circulation, biodiversity restoration, and community co-construction.

Water Resource Circulation and Utilization

Specific Measures

- **Reclaimed Water Recycling System**: Restore FBR wastewater ecological treatment technology, using all compliant reclaimed water for campus green space irrigation and building toilet flushing, and as a supplementary water source for the ecological pond during dry seasons.
- **Rainwater Collection and Sponge Design**: Establish a multi-layered rainwater collection system, including rooftop rainwater collection, underground storage tanks, and rain barrels (total capacity of 5.4 tons). Rainwater in the habitat garden area is filtered and settled through a dry stream before flowing into the ecological pond, forming a small-scale ecological water purification system; the farm area is equipped with a vintage hand pump, balancing irrigation practicality and interactive experience.

Project Outcomes and Impacts

Significantly reduces the campus's reliance on tap water. Once the system is fully operational, it can collect approximately 726 tons of rooftop rainwater and 550 square meters of surface runoff annually; during heavy rain (daily precipitation of 25 mm), single-day rainwater collection can reach 4.7 tons, achieving a micro-cycle of water resources.

Future Plans

Continue to optimize the purification efficiency of the reclaimed water and rainwater recycling systems and evaluate expanding this water resource micro-cycle model to other high-water-consumption areas of the campus, further enhancing overall water resource use efficiency.

Micro-habitat Creation and Ecological Restoration

Specific Measures

- **Native Vegetation Reconstruction**: Comprehensively remove invasive alien plants and scientifically plant butterfly host plants, nectar plants, and bird-attracting plants to build a healthy foundation of primary producers.
- **Ecological Zoning and Refuge**: Establish an "Ecological Conservation Area," physically separated from human activity areas through a bird-watching wall to reduce human disturbance. The area is equipped with shallow-water zones, small springs, and native plant lawns (Melastoma dodecandrum), providing safe drinking water, bathing areas, and habitat for birds, insects, and amphibians.

Project Outcomes and Impacts

Campus plant diversity increased substantially from the original 10-plus species to more than 100 species. The micro-habitat has successfully attracted 6 families of butterflies (such as brush-footed butterflies and swallowtails) to inhabit, and more than 10 forest bird species such as the red-whiskered bulbul have been observed, rapidly and significantly enhancing the campus's ecological resilience.

Future Plans

Launch a long-term bird and insect ecological monitoring program to accumulate a campus biodiversity database; and plan to gradually expand the planting area of native plants to improve the micro-ecological corridor within the campus.

Employee Empowerment and Participatory Design

Specific Measures

- **Ecological Creation Training**: Arrange for representatives from the environmental protection department to receive ecological creation specialist training and inspect excellent external community gardens, introducing forward-looking ecological concepts into the campus.
- **Co-creation Workshop**: Host participatory design workshops to build employee consensus. Replace construction spoil with safe planting soil and introduce "banana circles" and the "three-box composting method" to rebuild soil health; the spatial design incorporates the corporate "H" and "∞" forms, echoing the 3H core concept of "Happy, Healthy, and Habitability."

Project Outcomes and Impacts

Successfully attracted more than 1,000 employees to participate. The project not only created a space for employees and their families to connect with nature but also prompted volunteer teams to spontaneously adopt planting areas, substantially enhancing employees' sustainability literacy and sense of corporate belonging.

Future Plans

Leverage employee volunteer team to promote dynamic operation and sustainable maintenance of the community gardens, and servces as demonstration based for the gourp's nature-based approach. The plan is to replicate this employee collaboration model to other campuses globally.



Restoration Events	Marine Education Courses	Native Fingerlings	Participants
10 sessions	14 sessions	46,000	830

Nature Conservation Action Project 2: Sustainable Ocean – Circular Resources

To expand the systemic influence of Nature Positive, Foxconn advances the "Sustainable Ocean – Circular Resources" program. This program breaks the single conservation framework, deeply integrating biological restoration, circular resource utilization, environmental monitoring, and marine education, formulating a long-term coastal management strategy, and committing to creating biodiversity benefits shared by the enterprise, academic and research institutions, and local society.

Systematic Marine Ecological Restoration

Specific Measures

- **Habitat Survey and Germplasm Establishment**: Conduct rigorous biota and environmental baseline surveys for potential restoration sites. Combining professional team resources, establish a "Land-based Germplasm Bank" and an "Intertidal Zone Seedling Base" to ensure the locality and diversity of restored species.
- **Native Seedling Propagation and Release**: For key species such as fish, coral, and algae, launch the cultivation and release of local native seedlings, directly enhancing marine biodiversity through scientific means and improving the habitat quality and foraging space of restoration sites.

Project Outcomes and Impacts

Completed a cumulative total of 10 restoration actions, successfully cultivating and releasing 6 species totaling as many as 46,000 native seedlings, substantively improving the habitat quality, biodiversity, and foraging space of the restoration sites. Completed the deployment of coastal circular economy artificial algal reefs and trained and rallied 15 volunteer divers to jointly plant coral and algae, completing 0.25 m^3 of algal reefs and 51 logos, and restoring 60 coral colonies personally cultivated by employees.

Future Plans

Continue to expand the scale of propagation and release, hoping that the ecological benefits of the restoration sites can gradually "spill over" to adjacent waters; at the same time, building on the foundation of algae and coral restoration, invest in scientific monitoring of "marine carbon sinks" to explore the dual synergistic benefits of GHG reduction and ecology.

Citizen Science and Internal Empowerment

Specific Measures

- **Cultivating Marine Sustainability Talent**: Introduce professional teams to transform project execution into sustainability capabilities that can be continuously accumulated within the enterprise. By training Group employees to become "citizen scientists," they deeply participate in the seedling propagation and cultivation process.
- **Practical Testing and Environmental Monitoring**: Lead employees to participate in practical scientific work such as microplastic testing, biological contamination, and heavy metal testing, comprehensively strengthening internal personnel's professional knowledge in the marine conservation field.

Project Outcomes and Impacts

Successfully transformed project execution into marine sustainability capabilities that can be continuously accumulated within the enterprise, cultivating a group of internal marine talents with practical testing and conservation knowledge, and strengthening the Group's professional foundation in environmental governance.

Future Plans

Establish a regular internal certification and training mechanism for "citizen scientists," encouraging more employees from various departments to engage in scientific testing and ecological data collection, so as to deeply embed sustainable ecology concepts into the corporate culture.

Environmental Education and Community Engagement

Specific Measures

- **Diversified Marine Education**: Plan educational activities covering diverse themes such as coral conservation, algae knowledge, marine release, fishing village tours, beach cleanups, geological surveys, and fish-eating culture.
- **Expanding Social Influence**: Spread the benefits of marine conservation from within the enterprise outward, inviting employees' families, local communities, and educational institutions to jointly participate, and establishing a sustainable action platform for parent-child co-learning.

Project Outcomes and Impacts

Held a cumulative total of 14 marine education courses, attracting as many as 830 participants. This not only spread conservation awareness to families and educational settings but also drove ecological guided tour opportunities for the local community, successfully creating "biodiversity benefits" shared by the enterprise, academia and research, and local society.

Future Plans

Deepen partnerships with local schools and non-profit organizations, develop more diverse and in-depth marine sustainability teaching plans, and continue to expand social participation, making ecological conservation a long-term driver of local revitalization and community mutual prosperity.







5

Diversity, Inclusion, and a Happy Workplace

Guided by the core strategy of "Diversity, Inclusion, and a Happy Workplace," Hon Hai Technology Group (Foxconn) continues to deepen its efforts in talent development, employee well-being, human rights governance, and occupational health and safety management. Through institutionalized, digitalized, and internationally benchmarked mechanisms, the Group is building a resilient, inclusive global workplace that supports long-term growth.

- **Senior leadership and succession pipeline continue to take shape**: The Group has cumulatively cultivated 3 Rotating CEOs, 31 employees with experience in the Chairman's Office, and 61 future leaders, bringing the total number of senior talent developed to **95**—of whom 8 have been promoted, and 3 have assumed successor positions—continuously strengthening the Group's succession and leadership development capacity.
- **Employee engagement outperforms international norms**: In 2025, sustainable engagement reached **92%**, **8** percentage points higher than the Global High-Tech Norm and **4** percentage points higher than the Global High-Performing Norm. Retention intention reached **82%**, exceeding the two norms by **14** and **9** percentage points, respectively, demonstrating the competitive advantage of the Group's organizational culture and employee experience.
- **Talent development investment achieves scale and translates into organizational performance**: In 2025, the average training hours per employee reached **57** hours, with overall training satisfaction at **95.8** points. The overall internal talent promotion rate was **21.1%**, the turnover rate of critical talent declined by **33%**, and per-capita output value increased by **12.8%** year-over-year.
- **The learning system supports global transformation and technological upgrading**: In 2025, Foxconn University cumulatively organized 299 in-person training programs, trained 33,168 participants, and added 16,800 new course materials. The Smart Manufacturing Four-Transformation Training Program held 91 in-person sessions, cultivating nearly **5,000** professional and technical personnel. AI-related online courses reached 336, with **1.15** million cumulative course participations.
- **Employee stock ownership and compensation and benefit mechanisms continue to innovate**: In 2025, salary adjustments were carried out across 16 regions worldwide. The Group established an employee stock ownership trust covering 100% of the parent company's employees, with a first-year participation rate of **83.6%**, strengthening the foundation for shared growth with employees and long-term talent retention.
- **Human rights governance is further strengthened and aligns with international standards**: The Group published Taiwan's first human rights due diligence report in the technology industry, benchmarked against the EU CSDDD. In 2025, 9 campuses completed third-party RBA VAP audits under a Group-level initiative, interviewing 1,279 employees, with the compliance rate for the Labor dimension rising to **83.8%**. As of the end of 2025, a cumulative total of **85** VAP audits had been completed, covering **65** sites, with **6** Platinum certifications obtained.
- **Diversity, inclusion, and workplace health achievements recognized externally**: Nearly NT$**100** million was invested in the Taiwan Healthy Workplace Program and was honored with the "**Health Workplace Benchmark Award – Gold Award**" from the Health Promotion Administration, Ministry of Health and Welfare. The disability inclusion program also received the Brandon Hall HCM Excellence Award Gold Award for "**Diversity, Equity & Inclusion – Best Advance in AI to Enable DEIB.**"

Material Topics

- Talent Attraction and Retention
- Human Capital Development
- Employee Diversity and Inclusion
- Labor Relations
- Human Rights Management
- Occupational Health and Safety

SDG Alignment



Management Goals

Material Topic	Management Indicator	2025 Goal	2025 Performance	Achievement Status	2030 Long-Term Goal
Talent Attraction, Development and Retention	Employee retention rate	Achieve a retention rate of **88%** for professional and technical talent.	In 2025, the retention rate for professional and technical talent reached **94.64%**.	Exceeded	Achieve an annual overall retention rate of over **90%** for indirect labor (IDL) employees and an annual retention rate of over **95%** for high-performing IDL employees.
	Provision of comprehensive employee assistance programs	Provide childbirth subsidies in Taiwan and comprehensive employee assistance programs.	Continued to provide childbirth subsidies in Taiwan and advanced employee assistance programs covering health, psychological, family, and career dimensions.	Achieved	Abnormal blood lipid rate ≤ 10%, abnormal blood pressure rate ≤ 14%, and abnormal blood glucose rate ≤ 5%.
Diversity and Inclusion	Proportion of female managers	Achieve a proportion of female managers of at least 30%.	In 2025, the proportion of female managers was **28.98%**.	Ongoing	Diversity and Inclusion survey results: "Diversity and Inclusion" results ranking in the Top **50%**.
	Proportion of female employees	Achieve a proportion of female managers of at least 37%.	In 2025, the proportion of female employees was **40.6%**.	Achieved	
Human Rights Policy	Major human rights violation incidents	0 incidents	In 2025, major human rights violation incidents totaled **0**.	Achieved	No record of any major labor rights incidents that could damage the reputation of the Company or its clients.
Occupational Health and Safety	Disabling Injury Frequency Rate	≤ 0.14 cases / 1,000,000 employee-hours.	In 2025, the Disabling Injury Frequency Rate was **0.07** cases / 1,000,000 employee-hours .	Achieved	Disabling Injury Severity Rate (DISR) ≤ 4 days per 1,000,000 employee-hours.
	Disabling Injury Severity Rate	≤ 6.88 days / 1,000,000 employee-hours.	In 2025, the Disabling Injury Severity Rate was **2.69** days / 1,000,000 employee-hours.	Achieved	Disabling Injury Frequency Rate (DIFR) ≤ 0.1 cases per 1,000,000 employee-hours.
	Occupational Diseases	Maintain a record of 0 occupational diseases caused by chemical exposure.	In 2025, there were **0** cases of occupational disease caused by chemical exposure.	Achieved	Occupational exposure limit for critical high-risk substances ≤ 10% of the regulatory limit.
	ISO 45001 Certification Rate for High-Risk Contractors	Achieve an ISO 45001 implementation rate of more than **70%** among high-risk contractors.	The ISO 45001 implementation and certification rate among high-risk contractors reached **100%**.	Achieved	Achieve a **100%** ISO 45001 certification rate among high-risk contractors.

Note. This target setting encompasses data statistics for regular employees, outsourced contractors, and dispatched/agency workers. In 2025, the Lost Time Injury Frequency Rate (LTIFR) for regular employees was 0.09 per million hours worked, while the rate for outsourced contractors and dispatched/agency workers was 0.02 per million hours worked. When combined, the aggregate Lost Time Injury Frequency Rate was 0.07 per million hours worked.

Talent Attraction and Retention

Facing global competition in the technology industry and diverse talent needs, Foxconn continues to uphold the principles of global deployment, local rooting, and talent sustainability, and has established a comprehensive talent management mechanism spanning recruitment, employment, development, growth, and retention. The Group formulates recruitment and workforce allocation strategies based on the regulations, industry needs, and operational characteristics of different countries and regions, and enhances talent appeal and organizational resilience through campus partnerships, industry-academia collaboration, key talent development, and employee support measures.

In terms of talent retention, Foxconn continues to strengthen compensation and benefits, learning and growth, career development, family-friendly measures, and work-life balance. Through regular employee surveys, performance review discussions, and manager feedback mechanisms, the Group stays abreast of talent needs and the organizational climate, thereby supporting employees' long-term development and sense of belonging.

Recruitment Strategy and Workforce Structure

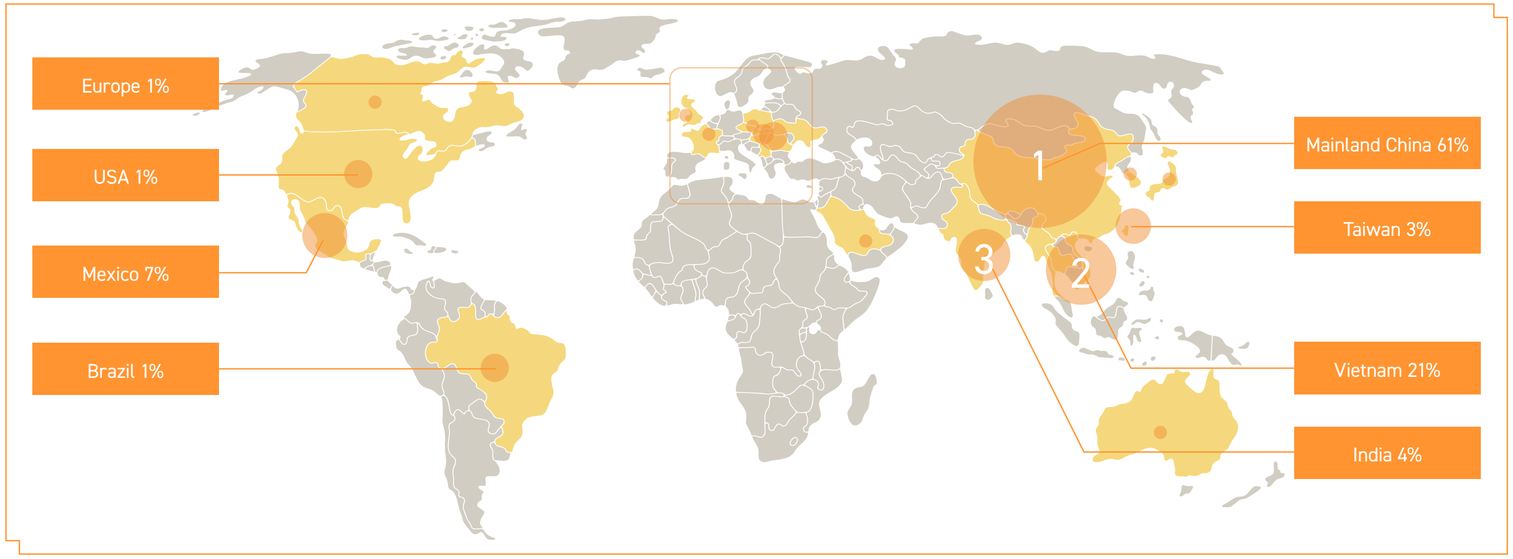
Based on the development needs of its global operating sites and Business Groups, Foxconn adopts diverse recruitment channels, including campus recruiting, professional talent recruitment, internal referrals, overseas talent acquisition, and digital recruitment platforms. The Group emphasizes developing local talent, strategic planning and deployment for key positions, supporting its growth in smart manufacturing, electric vehicles, digital health, semiconductors, and AI.

The Group emphasizes fairness and the right fit in its selection process, valuing professional competence, job fit, and value alignment, while avoiding differential treatment on the basis of gender, age, ethnicity, religion, nationality, marital status, disability, or other personal characteristics, and is committed to providing equal employment opportunities.

Based on the principle of meritocracy, Foxconn does not engage in differential treatment or discriminate in recruitment and promotion on the basis of gender, age, disability, religion, race, nationality, political affiliation, or sexual orientation, ensuring equal and respectful employment opportunities.

In 2025, Foxconn's total global workforce reached 610,000.

Global Workforce Distribution (Directly Employed Employees)



Global Workforce Structure

Employment Type	Category	Male	Female	Total
Direct Employees	Full-time	43.40%	29.68%	73.08%
	Part-time	0.07%	0.05%	0.12%
	Permanent Contract	30.83%	21.32%	52.15%
	Fixed-term Contract	12.53%	8.52%	21.05%
Dispatched Employees	Indirect Labor (IDL)	0.09%	0.70%	0.79%
	Direct Labor (DL)	12.56%	13.46%	26.02%

Note 1 2025 employee headcount methodology differs in that dispatched personnel have been reclassified as non-employee workers and are therefore no longer included within the baseline scope of the statistics.

Note 2 This figure includes only the main operating regions; other regions, such as Japan, Singapore, Malaysia, Indonesia, Australia, and Korea, are not disclosed because their combined employee headcount is below 1%, and are therefore not disclosed.

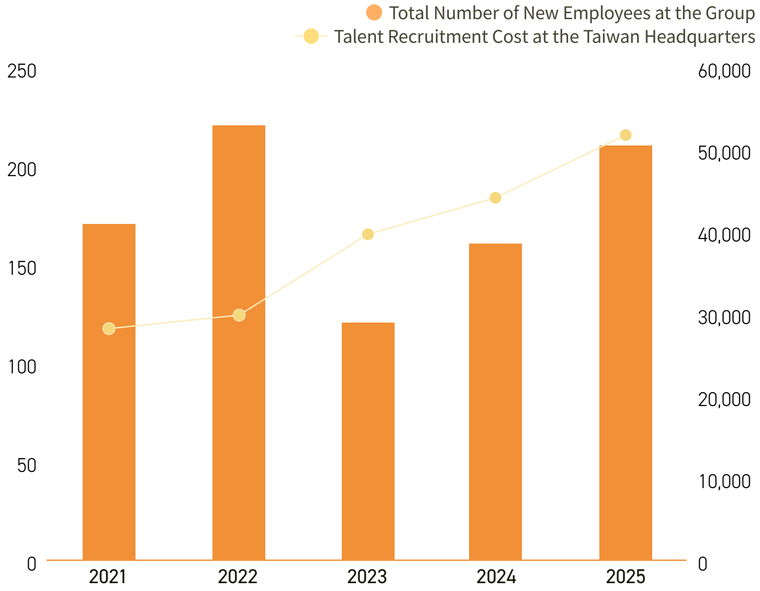
New Hires and Departures

Building on Foxconn's core values of "Long-Term, Stability, Development, and Technology" and upholding the philosophy of "Talent Sustainability," the Group has established a comprehensive mentorship mechanism to help new employees quickly adapt to the work environment and smoothly transition into their roles. Under this mechanism, senior colleagues serve as mentors to new hires, assisting them in rapidly getting up to speed with their job responsibilities.

To ensure steady career development for new employees, Foxconn has developed both online and in-person training programs focused on the Company's core values, helping new hires understand the Group's corporate culture and philosophy, as well as fundamental industry knowledge.

In 2025, the total number of new employees at Foxconn was 218,444, of whom women accounted for approximately 35.9%. Full-time employees accounted for the majority of new hires, totaling 217,163, or approximately 99.4% of all new hires. This demonstrates the Group's continued efforts to steadily replenish its core workforce in line with its global operational footprint and business development needs.

Total Number of New Employees at the Group and Talent Recruitment Cost at the Taiwan Headquarters, 2021–2025



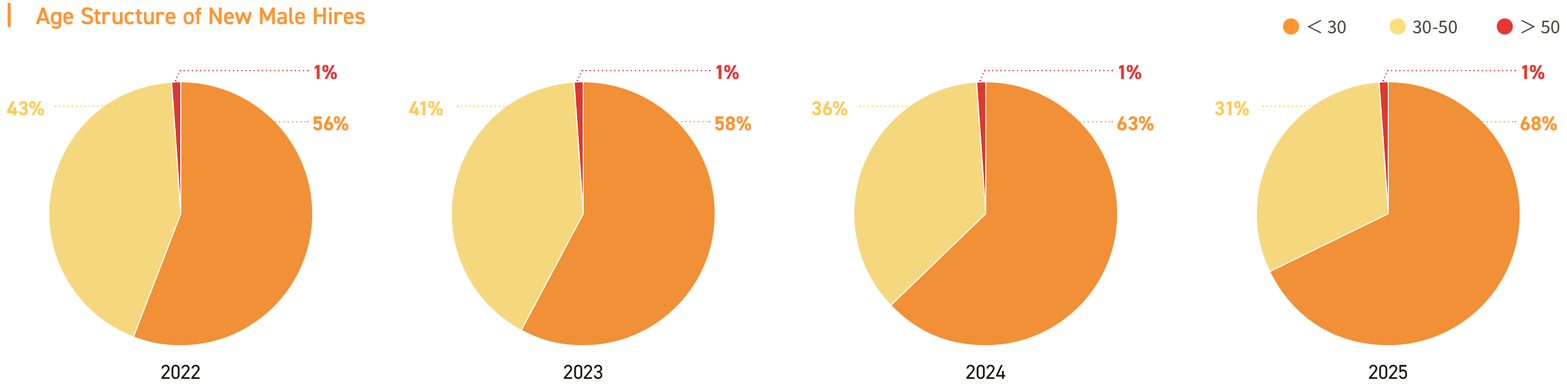
Note 1 Headcount is based on the number of employees as of December 31, 2025.

Note 2 Data scope: Taiwan headquarters units.

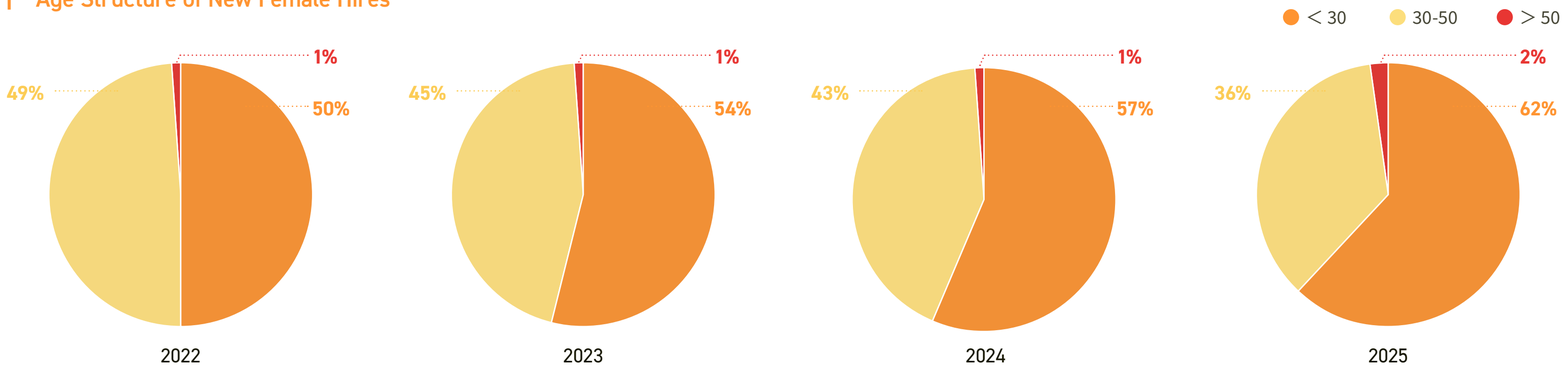
Note 3 The average recruitment cost includes both internal and external recruitment costs, such as interviews, agency fees, advertising, job fairs, travel, and relocation expenses.

Foxconn Technology Group continues to steadily recruit diverse talent based on its globalization strategy and operational development needs. Through systematic analysis of workforce mobility, the Group continuously optimizes its recruitment, development, and retention strategies. Taking the Taiwan headquarters units as an example, the average recruitment cost has continued to rise to NT$51,651, reflecting the Company's ongoing increase in investment in talent recruitment and acquisition. Looking at the age structure of new employees over the past four years, new hires—both male and female—have been predominantly under the age of 30, with this proportion increasing year by year. In 2025, employees under 30 accounted for 68% of male new hires and 62% of female new hires, demonstrating the Group's continued success in attracting the younger generation, injecting innovative momentum and talent vitality into the organization. This also reflects the strong demand for young talent driven by the Group's forward-looking industry positioning and expanding global operations.

Age Structure of New Male Hires



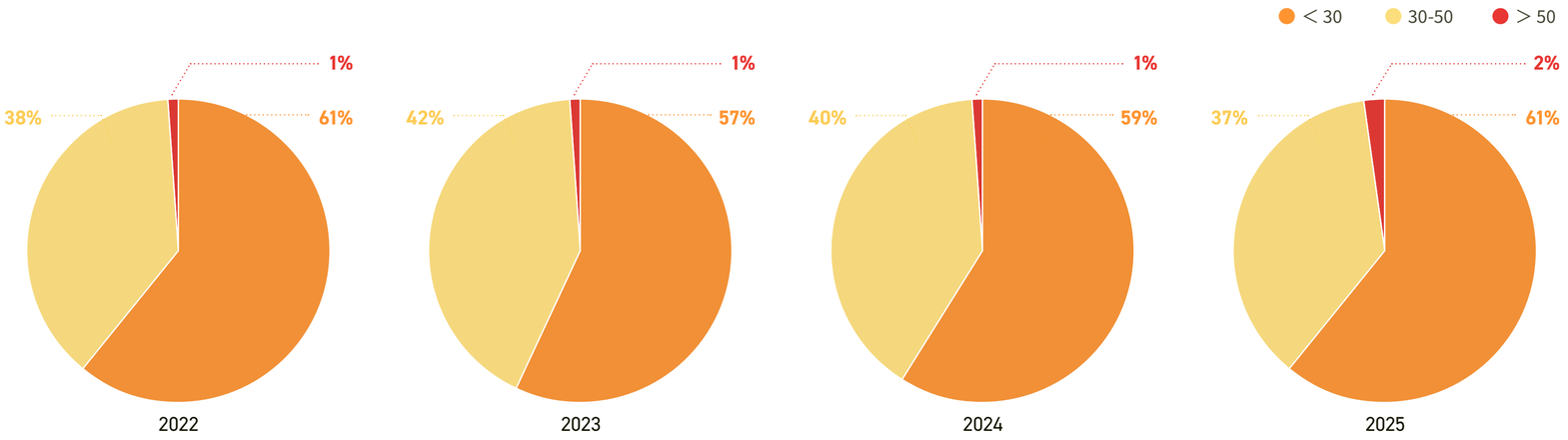
Age Structure of New Female Hires



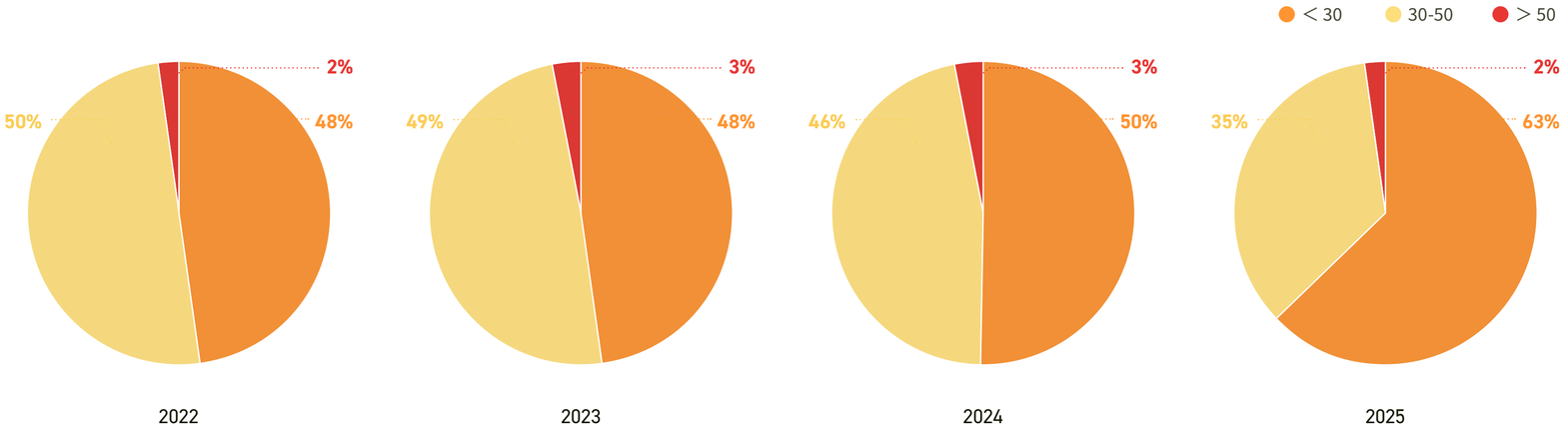
In terms of talent retention management, the Group regularly tracks turnover rates and their structural changes to gain in-depth insight into the mobility characteristics of different employee groups, serving as an important basis for optimizing its talent policies. In 2025, the overall turnover rate for direct labor (DL) employees was 30.32%, comprising a voluntary turnover rate of 29.45% and an involuntary turnover rate of 0.87%. The overall turnover rate for indirect labor (IDL) employees was 5.36%, comprising a voluntary turnover rate of 4.90% and an involuntary turnover rate of 0.46%. This indicates that the indirect labor workforce remained stable overall, with workforce mobility primarily reflecting employees' individual career choices and market dynamics.

In terms of age distribution, turnover was concentrated among employees under 30, while core talent aged 30 to 50 and senior colleagues over 50 remained relatively stable. In terms of gender, the overall turnover rate for male employees was higher than that for female employees, reflecting our efforts to build a gender-friendly workplace.

Statistics of Male Departing Employees by Age Group



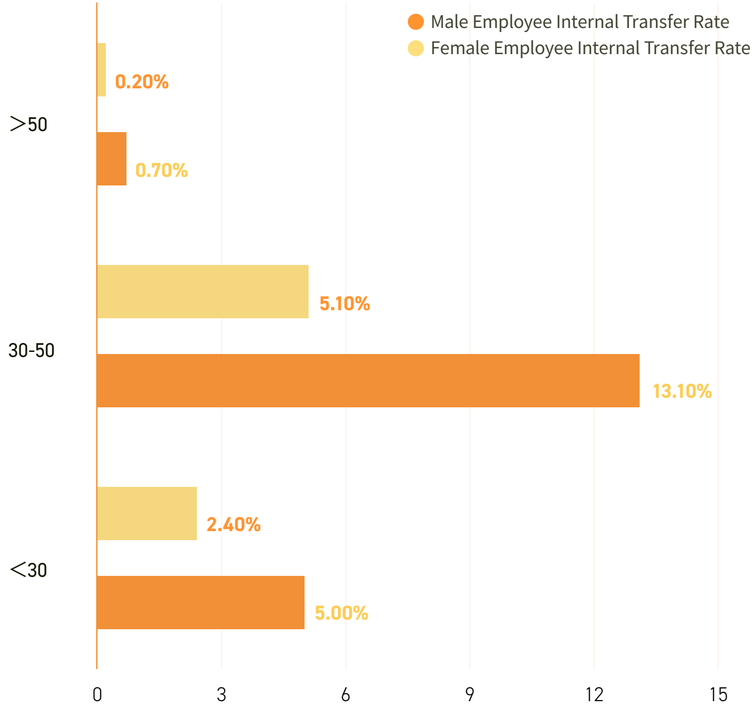
Statistics of Female Departing Employees by Age Group



The Group regards internal talent mobility as a key strategy for strengthening organizational resilience and cultivating future critical talent, and continues to build diverse and seamless internal career development mechanisms. By promoting an internal transfer system, the Group encourages employees to pursue cross-disciplinary development and expand the boundaries of their competencies, seeking more suitable development opportunities based on individual expertise, career planning, and organizational needs. This not only helps revitalize human capital and facilitate cross-departmental knowledge flow and experience transfer, but also further enhances talent retention, career satisfaction, and the organization's overall competitiveness.

In 2025, among the employees who successfully completed internal transfers within the Group, core talent aged 30 to 50 constituted the primary mobility group, indicating that the Group has effectively provided frontline and professional talent with more diverse experience and growth opportunities through its internal mobility mechanisms. The Group continues to support the career growth and development of diverse talent through institutionalized career development channels.

Foxconn Internal Transfer Rates by Gender and Age Group



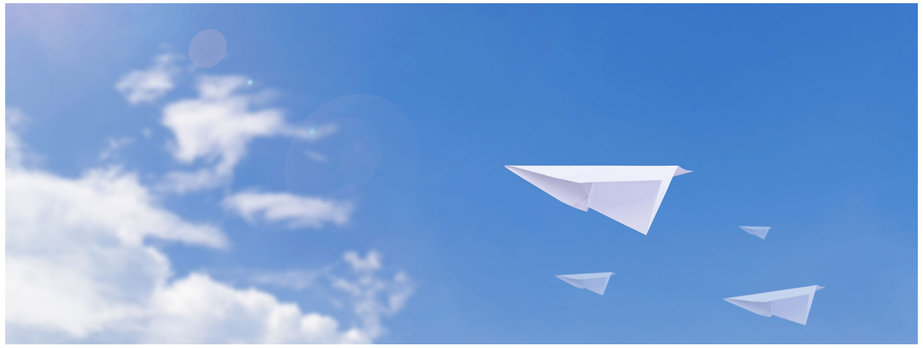
Employee Retention and Mobility

Foxconn values talent retention and the placement of the right talent in the right positions, and is committed to helping employees continuously enhance their professional and technical capabilities and broaden their thinking and perspectives. To support diverse career development and strengthen global connectivity, the Group actively encourages colleagues to participate in internal rotations, broadening their career scope and enhancing organizational operational flexibility through cross-departmental, cross-Business Group, and cross-regional experience.

Foxconn values employee feedback and continuously optimizes the work environment to enhance employees' intention to stay and strengthen organizational stability and talent competitiveness. In 2025, the Group set a target retention rate of 88% for professional and technical talent. The actual retention rate reached 94.64%, exceeding the target. In addition, to support stable long-term development, the Group established 2030 long-term targets of maintaining an annual overall retention rate of at least 90% for indirect employees and an annual retention rate of at least 95% for high-performing indirect employees. By implementing the strategies of "talent internationalization" and "localization of international talent," Foxconn supports global business operations and development and promotes the exchange and mobility of outstanding talent across functions and regions, thereby accumulating diverse experience and an international perspective. At the same time, the Group has established a career development dialogue mechanism, regularly communicating with employees about career planning and development needs, and providing corresponding training resources and promotion opportunities, thereby enhancing employees' identification with and commitment to the organization and continuously strengthening the foundation for talent retention.

Retirement and Re-employment System

To carry forward the experience of senior employees and ensure business stability, Foxconn continues to promote a retirement re-employment system in Taiwan and mainland China. In 2025, 6 employees in the Group retired, 15 retirees were re-employed, and 57 employees met the eligibility criteria for retirement. Through the re-employment mechanism, the Group can carry forward the professional experience of senior employees, ensuring business stability and knowledge transfer.



Compensation, Benefits, and Employee Welfare

Compensation and Benefits

Foxconn is committed to providing a market-competitive compensation system and has established a fair and incentive-based reward structure in line with local regulations, market salary levels, and job responsibilities. In addition to fixed salaries, the Group also provides bonuses, allowances, and diverse incentive mechanisms based on operational performance and individual performance, and strengthens overall well-being care through insurance, retirement, healthcare, Employee Assistance Programs (EAP), and family support measures. In 2025, the Group made salary adjustments across 16 regions worldwide.

Foxconn adopts an equal-pay-for-equal-work compensation policy, with no differences based on region, race, ethnicity, upbringing, social class, ancestry, religion, disability, gender, sexual orientation, pregnancy, marital status, union membership, political affiliation, or age. We consider the Company's reward system through the concept of total compensation, including salary, benefits, bonuses, employee remuneration, and stock incentives, ensuring fairness and transparency in the compensation structure.

Foxconn encourages long-term service and continuous contributions from employees through diversified incentive mechanisms, thereby strengthening the alignment between employee and company interests. The annual reward programs in the Taiwan region are implemented in phases, balancing short-term incentives and long-term retention:

- **Employee Performance Bonus**: Based on the Company's operational performance and individual performance, distributed quarterly or semi-annually within the current year, providing timely rewards and recognition to employees.
- **Employee Annual Profit-Sharing Bonus**: Based on the Company's overall operational results and individual annual performance, the bonus is distributed in the following year to encourage long-term service and continued value creation for the Company.

Long-term Incentive Plans: Including diverse tools such as employee stock ownership trusts, restricted stock, and stock options, strengthening the linkage between employee and company long-term interests and enhancing employee cohesion and retention intention. In 2025, the Group created the "Employee Stock Ownership Trust System," covering 100% of the parent company's colleagues. Under this system, the Company contributes incentive funds, and colleagues may also choose to make their own contributions to jointly invest in company stock. The first-year employee participation rate reached 83.6%, demonstrating colleagues' strong confidence in the Company's future development. Subsidiary FII similarly established an equity incentive plan for all employees. Subsidiary FIH and its subsidiary Bharat FIH Limited have also implemented share plans and stock option plans.

Comprehensive Compensation, Benefits, and Retirement Protection

- **Pension and Long-term Retention Plans**: In addition to contributing to labor pensions in accordance with the law in the Taiwan region, the Group further advances the "Employee Stock Ownership Trust Plan" to strengthen long-term retention and retirement life protection; the U.S. region provides a 401(k) retirement plan; and other global operating sites also strictly comply with local regulations to provide comprehensive corresponding retirement protection.
- **Comprehensive Insurance Protection**: To safeguard the health and safety of employees and their dependents, the Group provides group insurance, medical insurance, accident insurance, and life insurance plans that are superior to legal requirements, building a solid risk protection network.
- **Diverse Living Allowances and Subsidies**: The Group provides tangible forms of support, including transportation subsidies, employee dormitories, and education subsidies for employees' children, effectively reducing employees' living burdens and enhancing their quality of life.

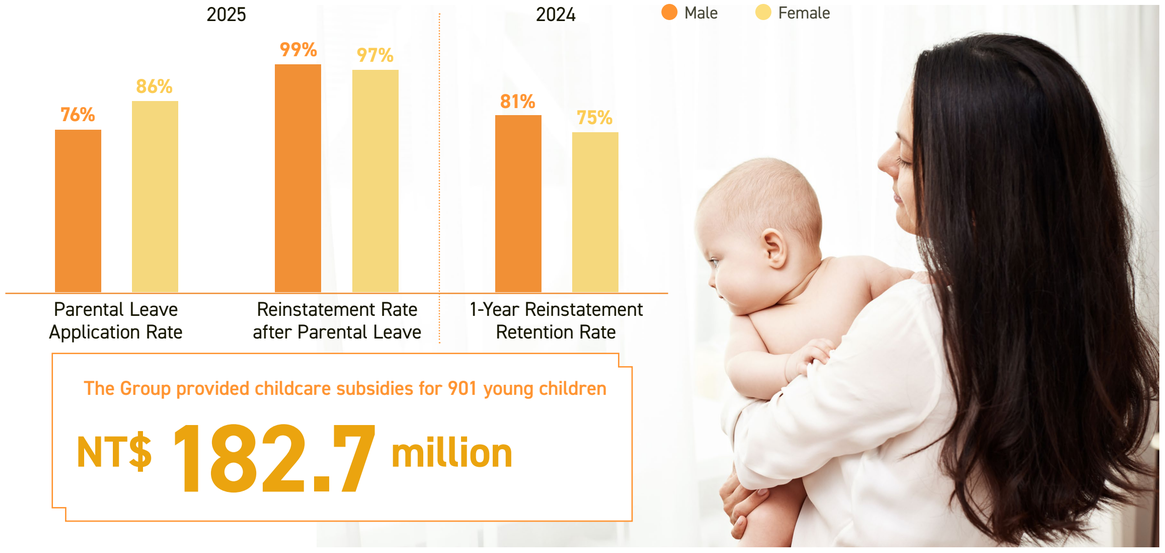
Parental Leave

Foxconn values employees' need for balance between pregnancy, family care, and work development, and is committed to building a family-supportive, diverse, and inclusive workplace environment. In addition to complying with the regulations of each operating location, the Group also continues to advance maternal health protection programs, proactively conducting work suitability and risk assessments for female colleagues during pregnancy, postpartum, and lactation periods, and adjusting work content or the work environment based on actual needs, so as to safeguard the health and safety of the mother and fetus. To support working mothers in balancing work and family responsibilities, Foxconn has also set up lactation rooms at major campuses worldwide, providing comfortable, private, and convenient spaces, and continuously improving mother-and-baby-friendly workplace support mechanisms.

In terms of parental support, in addition to providing an unpaid parental leave system in accordance with the law, the Group also offers flexible working hours and remote work arrangements to help employees arrange care time flexibly based on their actual family needs, balancing career development and family responsibilities. In 2025, the parental leave application rate among eligible colleagues was 76% for men and 86% for women; in terms of the reinstatement rate after parental leave, men reached 99% and women reached 97%, indicating that the relevant systems have become an important mechanism for supporting employees in raising children with peace of mind and smoothly returning to the workplace.

The Group also continues to track colleagues' retention status after reinstatement to assess the long-term effectiveness of parental support measures. Statistics show that among colleagues who returned to work in 2024, 81% of men and 75% of women remained employed one year after reinstatement, reflecting Foxconn's effectiveness in childcare support, career continuity, and the building of a friendly workplace environment.

In addition to its leave and attendance systems and workplace support measures, Foxconn also addresses employees' childcare needs through concrete benefit subsidies. Among these, the representative "Company Support for Children Aged 0-6" childcare benefit policy provides substantive economic support to eligible employees. In 2025, the Group provided childcare subsidies for 901 young children, with total disbursements exceeding NT$182.7 million, continuing to support employees' family care needs through concrete actions and creating a more supportive and stable, happy workplace.



The Group provided childcare subsidies for 901 young children

NT$ 182.7 million

Other Employee Benefits

To respond to employees' diverse needs in physical and mental health, family care, and work-life balance, Foxconn continues to optimize its employee benefits system and, based on different life stages and family situations, provides multi-faceted measures covering economic support, healthcare, childcare-friendliness, flexible work, and psychological support, helping employees obtain a stable and supportive backing in life while balancing work development, thereby further enhancing work engagement, physical and mental well-being, and overall workplace happiness.

Foxconn also strengthens employee compensation and benefits by continuously enhancing operational efficiency and organizational resilience. From the date of employment, each global operating site provides all employees with relevant insurance and benefits in accordance with local regulations, with some exceeding local regulatory requirements, to build a more comprehensive employee care mechanism.



Family Care and Economic Support

Foxconn values employees' substantive needs in marriage and childbirth, childcare, family care, and major life events, and provides diverse cash allowances and subsidy mechanisms to help employees reduce the economic burden brought by family responsibilities. Relevant benefit measures in 2025 included marriage gifts, childbirth subsidies, childcare subsidies (parental allowances), children's education subsidies, long-term care subsidy allowances, emergency relief funds, transportation subsidies for pregnant female employees, funeral gifts, manager gift subsidies, and hospitalization condolence gift subsidies.

Among these benefits, the marriage gift is NT$12,000 per person. Employees with children aged 0 to 6 may receive a monthly childcare allowance of NT$15,000 per child until the child turns seven. If both spouses are employees of Foxconn legal entities, the monthly subsidy increases to NT$24,000. In 2025, the numbers of benefit claims during the first and second application periods were 881 and 901, respectively, with corresponding total disbursements of NT$89,905,130 and NT$92,806,060. This demonstrates the Group's continued support for employees' childcare needs through institutionalized subsidies.

In addition, Foxconn provides transportation subsidies for pregnant employees. During the three months preceding the expected delivery date, employees with transportation needs related to commuting or prenatal checkups may apply for taxi transportation subsidies of NT$15,000 per month. When employees or their families experience major unexpected events, the Group also provides emergency relief grants of up to NT$1 million to offer timely support.

Insurance and Healthcare Support

Foxconn provides multi-tiered insurance protection for employees, enhancing their risk-bearing capacity and that of their family members through group insurance plans. In 2025, the actual number of group insurance claims by Group employees was 709. The coverage includes multi-faceted benefit items such as life insurance, advance payment for critical illness, accident injury insurance, cancer coverage, hospitalization medical care, and accident medical care; at the same time, travel insurance is also provided for employees on business trips or stationed overseas, ensuring their health and safety during overseas work. Some plans also include employees' spouses and children in the insurance coverage, with premiums borne by the Company, to extend benefits to the family level.

In terms of health promotion and medical support, Foxconn continues to build an integrated health management mechanism. In addition to collaborating with quality health examination institutions to offer diverse health examination plans of NT$25,000 and flexible arrangements, it also establishes health centers on campuses, staffed with cross-professional teams of physicians, nurses, dietitians, physical therapists, and exercise coaches, providing multifaceted healthcare services. Employees' dependents (spouses or parents) may also enjoy contracted preferential plans for employee health examinations, jointly supporting family health management.

Childcare-friendly and Family Support Measures

Foxconn continues to build a family-friendly workplace, helping employees balance career development and family responsibilities. In addition to providing leave systems such as parental leave and family care leave in accordance with the law, it has also implemented multiple support measures that exceed regulatory requirements. In terms of lactation support, Foxconn provides lactation time arrangements that exceed regulatory requirements. Postpartum female employees with ongoing lactation needs may reserve the lactation room at their campus through the internal platform or App, with no time or frequency limits, exceeding the regulatory limit of 60 minutes per day.

Each campus is equipped with a lactation room, and monthly anti-pinhole camera detection inspections are conducted to safeguard usage safety and privacy. The relevant facilities have also been recognized by local health authorities, including first place (Special Excellence Grade) in the Workplace-Friendly Group of the New Taipei City Health Bureau's Excellent Lactation Room Selection, and the Special Excellence Grade in the Taipei City Health Bureau's Excellent Lactation Room Selection in 2025. For pregnant employees, the Central Health Center has established a cross-professional medical team that provides one-on-one health consultation services to support pregnancy health management and related needs.

To reduce employees' childcare burden, Foxconn has also signed cooperation agreements with multiple external childcare institutions and kindergartens; the scope of cooperation extends beyond New Taipei City to multiple regions across Taiwan, enabling employees at each campus to enjoy relatively consistent preferential resources. In addition, the Group continues to plan long-term care subsidies and related management measures, and collects employees' long-term care needs through the Central Health Center to inform system optimization.

Flexible Work and Career-friendly Systems

In terms of work-life balance, Foxconn advances systems such as flexible working hours and remote work tailored to different business types and employee needs, enhancing organizational operational flexibility and employees' autonomy in their arrangements. Some business units have implemented flexible working hour systems, enabling employees with family care needs to adjust their attendance times based on actual circumstances; full-time employees are also covered by the Remote Work Management Regulations, with units and employees jointly assessing and applying for remote work based on business characteristics, to balance work efficiency and family life.

In addition, Foxconn's performance appraisal system focuses on results and contributions. Performance evaluation focuses on the degree of achievement of work goals, project progress, quality performance, and teamwork effectiveness, and incorporates diverse feedback mechanisms to support employees in fairly demonstrating their professional value and work results even under flexible working hours and remote work arrangements. For employees with long-term needs to care for family members, some Business Groups also provide job or work arrangement adjustments based on individual circumstances, such as transitional working-hour arrangements, work-location flexibility, or transfers to lower-stress positions, to help employees better balance work and family responsibilities.





Healthy Diet, Food Safety, and a LOHAS Workplace

Foxconn provides employee dining services at its campuses and has established a food safety management mechanism. Through ingredient sampling inspections, supplier audits, food-service hygiene management, and follow-up on corrective actions for identified issues, the Group strengthens food safety protection from source to table. The Group promotes initiatives such as the "211 Healthy Plate" and themed healthy meals, providing employees with balanced dietary choices and healthy eating information.

To create a workplace environment that combines health and vitality, Foxconn also sets up fitness spaces on campuses, with professional coaches providing guidance on equipment operation and exercise posture to enhance employees' exercise safety and participation. The Company regularly holds diverse activities such as strength training, aerobics classes, stretching yoga, Tabata training, and sound therapy stress relief, and subsidizes sports clubs, encourages club participation and employee travel, while also providing massage services by visually impaired masseurs to help employees relieve physical and mental stress, building a more supportive LOHAS workplace.

Employee Assistance Programs and Psychological Support

In terms of mental health and life support, Foxconn provides a range of Employee Assistance Programs (EAPs) across six major dimensions: career development, family and parenting, interpersonal interactions, legal consultation, financial planning, and physical and mental health, helping employees better cope with challenges at work and in life. At campuses in the Mainland China region, the Group has set up employee care centers and psychological counseling rooms, and advances the "Appointment with the Heart" care service, providing a 24-hour toll-free psychological support hotline "25885" (a homophone for "Love Me, Help Me" in Chinese), with professional psychological counselors providing services such as individual counseling, crisis intervention, family relationship coordination, and group counseling.

In addition, Foxconn has established a health information platform that regularly provides information on infectious disease prevention and health knowledge, and continuously enhances employees' health literacy and self-care capabilities through thematic lectures, digital health education push notifications, online weight-management courses, and vaccination activities.

Group Activities and Family Participation

In addition to systems and benefit subsidies, Foxconn also promotes interaction between employees and families through diverse activities, strengthening workplace support and organizational cohesion. In 2025, Foxconn held the "Foxconn Baseball Family Day," inviting employees to bring their families to participate in baseball games, parent-child interactions, and a variety of experiential activities, fostering a friendly, healthy, and vibrant workplace culture.

In terms of sustainability education and family participation, Foxconn also advances marine restoration parent-child water activities, partnering with National Taiwan Ocean University to hold activities such as coral ecology education, waste glass recycling handicrafts, and fish fry release and coral restoration, combining environmental education with parent-child experiences to enhance employees' and their dependents' awareness of marine conservation and biodiversity issues. In addition, some campuses also host employee travel and local cultural experience activities, such as the Zhengzhou Campus's "Kang-Kang Happy Tour," which focuses on employees' physical and mental health through diverse leisure activities, enriching their lives and enhancing their understanding of local culture. In 2025, Foxconn invested approximately NT$397.88 million in employee family care and benefits.

Overview of Employee Family Care and Benefit Investment in 2025

2025 Total Investment: Approximately NT$ 398 Million

Benefit Item	Content	2025 Actual Number of Claims/Participants
Marriage gift	NT$12,000 per person; if both spouses are Foxconn employees, both may apply	65
Childcare subsidy (annual total)	NT$15,000 per child per month; if both spouses are legal entity employees, NT$24,000 per month	1,782
Transportation subsidy for pregnant female employees	Up to NT$15,000 per month	21
Funeral gift	NT$5,000 to NT$10,000, depending on the recipient	224
Manager gift subsidy	NT$1,200 per case	16
Employee group insurance	Group life, accident, cancer, hospitalization, medical, and other coverage	709
Holiday gift subsidy	NT$6,000 to NT$12,000 based on seniority	4,520
Departmental team-building subsidy	Encouraging employees to bring their families	4,206
Employee health examination	Diverse health examination and health management support	3,427

Employee Health Program: 2025 Program Highlight — Comprehensive Health Check and Preventive Medicine Healthy Workplace Program

Background and Motivation

Upholding the philosophy of "Sustainable Operation = EPS + ESG," Foxconn considers employee health an important foundation for the enterprise's stable operation. In the face of trends such as population aging, the younger onset of chronic diseases, and diversified work patterns, the Group believes that the traditional one-way annual health examination benefit can no longer comprehensively respond to employee needs; therefore, it has positioned "comprehensive health examination" as the core hub of health governance, progressively building a preventive medicine framework covering risk identification, tiered intervention, environmental support, and continuous tracking, advancing health promotion from single-point activities to a systematic and sustainable governance mechanism.

2025 Core Strategies

Based on comprehensive health examinations, this project combines five major health management strategies to respond to employees' diverse health needs:

Optimizing the Health Examination and Tracking Network

Provide health examination subsidies superior to regulations and diverse health examination plans, and establish a one-stop health platform and on-site medical staff mechanism, implementing proactive tracking of major abnormalities and medical referrals.

Tiered Management of Chronic Disease and Cancer Risks

Conduct risk stratification based on health examination results, introducing continuous glucose monitoring (CGM) and nutritional intervention for the "three highs" group; and establishing early detection and continuous care mechanisms for those at high cancer risk.

Promoting Workplace Healthy Diet and Food Safety Management

Introduce the "211 Healthy Plate" principle and strengthen catering supplier audits and food sampling inspections, balancing nutrition and food safety.

Building a Comprehensive Exercise Support Environment

Lower the barrier for employees to participate in exercise through comprehensive campus fitness equipment, professional coach allocation, regular sports club subsidies, and diverse group classes.

Deepening Health Literacy and Psychological Support

Combine digital health education push notifications with in-person health lectures, and introduce a 24-hour Employee Assistance Program (EAP) to build a more complete psychological support network.

2025 Outcomes

Through the implementation of the above strategies, the Group achieved the following outstanding quantitative performance in 2025:

Health Examination Coverage and Abnormality Tracking

Invested nearly NT$100 million, providing each person with an annual health examination allowance of up to NT$35,000 and 1 day of health examination leave. A total of 3,431 employees completed health examinations (application rate of 85%); completed 225 cases of major abnormality tracking and medical referrals.

Chronic Disease and Cancer Prevention

Provided 1,540 cases of chronic disease case management; 58 employees completed CGM continuous glucose monitoring, with average glycated hemoglobin (HbA1c) significantly decreasing from 8.6% to 6.7%; successfully assisted 3 employees in the early detection of cancer and smoothly connected them to treatment.

Healthy Diet and Food Safety

The "211 Healthy Plate" activity received a high satisfaction score of 4.73, with 93% of participants enhancing their healthy diet awareness; completed 1,521 food sampling inspections (pass rate of 92%) and 109 on-site supplier audits。

Exercise Promotion

Held 344 in-person group classes (3,342 participant-attendances); subsidized the establishment of 18 regular sports clubs, attracting nearly 800 people to participate regularly.

Psychology and Health Literacy

Held 8 health lectures (1,169 participant-attendances); the EAP psychological counseling hotline provided professional services on 213 occasions throughout the year. Of these, legal consultation was the most common at 19%; followed by career and work at 18%, emotional issues at 17%, family and parenting at 14%, and interpersonal relationships at 10%.

Project Effectiveness and Sustainable Impact

External Benchmark Recognition

In 2025, received the honor of the "Healthy Workplace Benchmark Award – Gold Award" from the Health Promotion Administration, Ministry of Health and Welfare, with the Group's achievements in preventive medicine and healthy workplace building receiving national-level recognition.

Long-term ESG Target Commitment

By 2030, the Group is committed to controlling the abnormal blood lipid rate at or below 10%, the abnormal blood pressure rate at or below 14%, and the abnormal blood glucose rate at or below 5%.

Employee Performance Evaluation and Satisfaction Surveys

Foxconn has established a fair and transparent performance management system that, through regular performance evaluations, helps employees understand their own performance, identify development opportunities, and closely integrate performance with career planning.

Performance Appraisal Coverage Rate

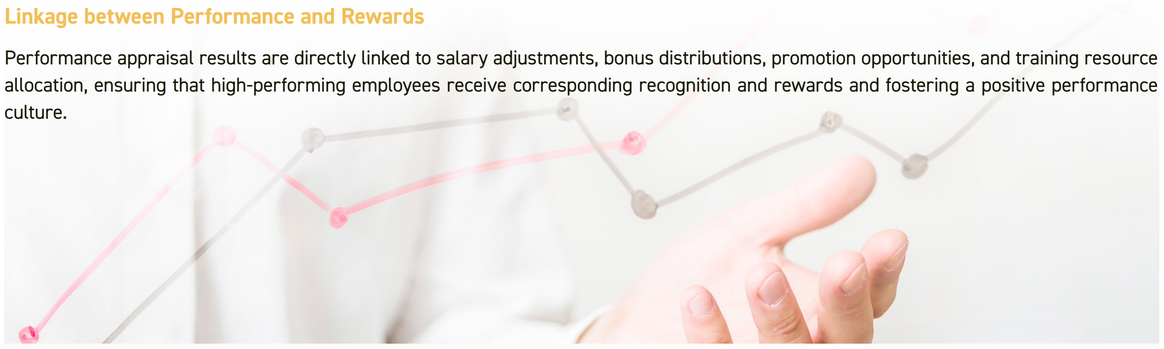
In 2025, 100% of Foxconn's full-time employees worldwide completed the annual performance appraisal, ensuring that every employee receives fair performance feedback and development recommendations.

Performance Appraisal Process

Goal Setting	Mid-year Review	Annual Appraisal	Development Dialogue
At the beginning of the year, jointly set annual work goals and key performance indicators (KPIs) with the manager.	Conduct performance reviews and feedback mid-year, adjusting goals and action plans as appropriate.	Conduct a comprehensive performance appraisal at year-end, assessing the degree of goal achievement and demonstration of capabilities.	Conduct career development dialogues in conjunction with performance results, formulating individual development plans (IDP).

Linkage between Performance and Rewards

Performance appraisal results are directly linked to salary adjustments, bonus distributions, promotion opportunities, and training resource allocation, ensuring that high-performing employees receive corresponding recognition and rewards and fostering a positive performance culture.



Employee Engagement Survey

Foxconn Technology Group regularly conducts the "Sustainable Engagement Survey" and manages it through benchmarking against global norms, serving as an important basis for assessing organizational resilience and employee participation. The 2025 survey was conducted by WTW, with a survey period from July 14 to July 30. The questionnaire covered 14 categories and 50 questions, including two open-ended questions, and targeted indirect employees across Foxconn, FIH, FII, and FIT in Taiwan, mainland China, and Vietnam., with participation rates of 91%, 90%, and 86%, respectively. The total population was 91,671, with 82,610 participating, for an overall participation rate of 90%.

The results of Foxconn Technology Group's 2025 Sustainable Engagement Survey show that the Group significantly leads both the Global High-Tech Norm and the Global High-Performance Norm across all dimensions of sustainable engagement, retention intention, and high-performing employee experience, demonstrating the Group's outstanding performance in organizational culture, employee participation, and talent retention. Foxconn uses the WTW High-Performing Employee Experience Model for its assessment; this model covers four major themes—Vision Inspiration, Agile Transformation, Reward Recognition, and Trusted Leadership—and is further subdivided into 12 key dimensions. The survey results show that the Group significantly leads the Global High-Tech Norm across all 10 dimensions, further leading the Global High-Performance Norm, demonstrating the Group's comprehensive advantage in employee experience management.

Project Execution Summary - Hon Hai Technology Group (Foxconn)

Overall participation rate **90 %**

Hon Hai	FIH	FIT
91 %	90 %	86 %

Survey population: **91,671**; **82,610** employees participated

- Hon Hai: Population **68,776**; **62,679** respondents
- FIH: Population **5,980**; **5,402** respondents
- FIT: Population **16,915**; **14,529** respondents

Survey period: **2** weeks (7/14-7/30)

Questionnaire Coverage: **14** Categories **50** Questions

Survey participants were indirect employees, covering:

- Taiwan Headquarters
- Mainland China
- Vietnam

Primary Benchmark Norms:

- Global High Performance
- Global High Tech
- Taiwan
- Mainland China
- Vietnam

Themes Covered in Sustainable Engagement Survey

Sustainable Engagement

- **Engaged** — A sense of personal connection (attachment) to the organization, accompanied by a willingness to go the extra mile and contribute to its success.
- **Enabled** — The perception that the workplace effectively supports personal productivity and enables optimal performance.
- **Energized** — The state of personal physical, mental, and emotional well-being at work.

Retention

Open - ended

High-Performance Employee Experience

EXCELLENCE How We Succeed	Inspiring Vision	Agile Transformation	Reward Recognition	Trusted Leadership
EMPHASIS How We Lead	Embracing Diversity	Voice & Participation	Realizing Potential	Teamwork
ESSENTIALS The Foundations We Need	Understanding Goals	Organizational Efficiency	Health & Wellbeing	Manager Support
	Purpose	Work	Total Rewards	People

Sustainable Engagement

The Group's sustainable engagement reached 92%, 8% above the Global High-Tech Norm and 4% above the Global High-Performance Norm, indicating employees' strong identification with and commitment to the organization.

Sustainable engagement covers three major dimensions:

Engaged
The sense of connection between the individual and the company, the willingness to voluntarily devote more effort, and the willingness to help the company succeed.

Enabled
The perception that the work environment supports the full realization of individual productivity.

Energized
The state of an individual's physical and mental well-being at work.

Survey Results of 3 Major Themes - Hon Hai Technology Group (Foxconn)

Sustainable Engagement

92

vs. Global High-Tech Norm (579,740): +8*

vs. Global High-Performance Norm (480,933): +4*

Retention

82

vs. Global High-Tech Norm (579,740): +14*

vs. Global High-Performance Norm (480,933): +9*



High-Performance Employee Experience

Inspiring Vision 95	vs. Global High-Tech	+13*	vs. Global High-Performance	+8*
Agile Transformation 82	vs. Global High-Tech	+20*	vs. Global High-Performance	+15*
Reward Recognition 78	vs. Global High-Tech	+18*	vs. Global High-Performance	+8*
Trusted Leadership 91	vs. Global High-Tech	+14*	vs. Global High-Performance	+7*
Embracing Diversity 91	vs. Global High-Tech	+9*	vs. Global High-Performance	+6*
Voice & Participation 91	vs. Global High-Tech	+11*	vs. Global High-Performance	+4*
Realizing Potential 86	vs. Global High-Tech	+20*	vs. Global High-Performance	+10*
Teamwork 93	vs. Global High-Tech	+8*	vs. Global High-Performance	+8*
Understanding Goals 91	vs. Global High-Tech	+8*	vs. Global High-Performance	+4*
Organizational Efficiency 91	vs. Global High-Tech	+20*	vs. Global High-Performance	+11*
Health & Wellbeing 86	vs. Global High-Tech	+8*	vs. Global High-Performance	+5*
Manager Support 93	vs. Global High-Tech	+7*	vs. Global High-Performance	+5*

Retention Intention

The Group's retention intention reached 82%, 14% above the Global High-Tech Norm and 9% above the Global High-Performance Norm, reflecting employees' strong loyalty and long-term commitment to the organization and providing a solid foundation for the Group's talent stability.

Overview of Benchmarking Results Across the 12 Dimensions of the High-Performance Employee Experience Model

Dimension	Foxconn Score (%)	vs. Global High-Tech (%)	vs. Global High-Performance (%)
Understanding Goals	96	+8	+4
Organizational Efficiency	95	+20	+11
Inspiring Vision	95	+13	+8
Teamwork	93	+8	+8
Manager Support	92	+7	+5
Embracing Diversity	91	+9	+6
Voice & Participation	91	+11	+4
Health & Wellbeing	90	+8	+5
Realizing Potential	86	+20	+10
Agile Transformation	82	+14	+9
Reward Recognition	78	+18	+8

Human Capital Development

Talent Development Strategy and System

Foxconn's vision is to "become a comprehensive, world-class company of excellence with AI as the core driver," actively facing challenges and continuously innovating to respond to industry changes and globalized deployment needs. Guided by the objectives of "long-term, stable, development, technology, and international," Foxconn is committed to cultivating employees and implementing its six core values of integrity, diligence, agility, sharing, cooperation, and mutual prosperity in daily work, strengthening organizational resilience and talent effectiveness, and jointly advancing toward a sustainable future.

As the Group's talent cultivation and development headquarters, Foxconn University has long regarded talent cultivation as the driving force of corporate development, and takes "aligning with strategy, benchmarking against performance, and enabling achievement" as its top-level work strategy. It is committed to cultivating talent with creative ideas, innovative thinking, a sense of responsibility for intrapreneurship, as well as ambition and a sense of mission; at the same time, taking "cultivating talent, integrating training with application," "organizational learning, applying what is learned," and "lifelong learning, mutual growth through teaching" as its goals, and oriented toward serving the development of the smart manufacturing industry and realizing training value, it builds an education and training model of "industrial internet education field + smart manufacturing emerging discipline field + applied skills training + online-offline integration," transforming advanced manufacturing technologies and cutting-edge management concepts into actual productivity.

Foxconn University Governance Structure and Talent Development Model

As a catalyst for the Group's transformation and development strategy, a partner for Business Group talent development, and an enabling platform for employee learning and growth, Foxconn University formulates unified education and training policies and supervises their local implementation across regions and units, based on the Group's overall strategy and the business direction of each Business Group; at the same time, it continuously optimizes the "Fu-learning" learning platform, providing supporting services such as course sharing, learning zones, and learning analytics, and leverages its professional and resource advantages to provide comprehensive support for the training projects of each unit, taking the lead in coordinating the Group's key talent cultivation projects.

Foxconn University has five major functional centers, building a complete talent development operation system from planning and design, courseware production, and training implementation to academic affairs support:

Training Planning and Operations Center
Responsible for training strategy planning, curriculum system design, and training project operations.

Training and Technical Service Center
Provides technical support, practical training facility management, and professional consulting services.

Knowledge Multimedia Courseware Center
Responsible for course content development, multimedia production, and knowledge management.

Education Service Center for Employees with Disabilities
Focuses on training for employees with disabilities and inclusive education.

Academic Affairs Management Center
Responsible for trainee management, assessment and certification, and administrative support.

OMO Talent Cultivation Model

To enhance employees' learning motivation and maximize training value, Foxconn University adopts the OMO (Online-Merge-Offline) talent cultivation model, leveraging digital tools such as the "Fu-learning" mobile learning platform, the Education Big Data GPTs, and the Group's education and training system management platform to systematically manage and advance online and offline training, providing global employees with a flexible, efficient, and personalized learning experience.

1. Offline Learning

In-person Training: Foxconn University is equipped with 47 modern teaching classrooms, capable of accommodating nearly 5,000 trainees in total; and can support live-streamed teaching, providing synchronized learning services for global employees.

Skills Training: Set up 8 skills training practice rooms (such as Lean, Automation, and Robotics) and 6 computer practice classrooms, providing simulated training environments that allow employees to repeatedly practice and learn through trial and error for high-risk, high-cost, and high-difficulty operations under conditions that are as close to real as possible and safe, so as to quickly enhance proficiency and master skills.

Extended Learning: Share cutting-edge technology trends and internal and external practical cases through lectures and exchange sessions. In 2025, Foxconn University held 32 cutting-edge industry technology-themed lectures covering topics such as artificial intelligence, robotics, electric vehicles, and digital health, and held quarterly Group training exchange sessions to promote experience sharing, resource matching, and methodology discussion among colleagues in talent development, continuously enhancing training effectiveness across campuses.

2. Online Learning: Fu-learning 7×24 Learning Service

As the Group's self-developed mobile learning platform, Fu-learning provides 7×24-hour learning services; it currently has 82,000 standardized courseware modules online, covering fields such as factory management, manufacturing technology, workplace skills development, IT and internet, and vocational certification, and supports multi-terminal use including Android/iOS Apps and PCs. The platform also introduces a personalized learning recommendation system that generates learning suggestions based on employee learning behavior data through machine learning models; and builds an intelligent dialogue system using a large language model, providing round-the-clock online Q&A and learning plan guidance to enhance learning efficiency and personalized experience.

3. Blended Learning: Theory × Practice × Project Implementation (Deeply Integrating Learning and Application)

For the Group's core talent, Foxconn University designs blended talent cultivation projects that integrate "online + offline" and take the form of "theoretical explanation + case study/hands-on practice + project implementation," deeply integrating learning with business problem-solving.

Taking skilled talent in areas such as industrial equipment networking, production line data acquisition, and edge gateway debugging as an example, the project adopts blended teaching and, benchmarked against national vocational skill level standards, combines the Group's real manufacturing IoT scenarios and provides tiered training at junior, intermediate, and senior levels; the courses cover theoretical learning, hands-on platform training, simulation practice, and dual theoretical/hands-on module assessments, with those who pass able to obtain corresponding-level vocational skill certificates, connecting the "learning—hands-on practice—certification" process.

Training Labs

Karakuri Lab



Training Lean Mechanism

Project Smart Factory Simulation (Lego-Based)

Lean Lab



Training IE Engineer Training

Project Lean Improvement Specialist

Automation Lab



Training Data Communications Training

Project Automation Hardware Installation and Debugging

Additive Manufacturing Lab



Training Product 3D Design

Project Structure Optimization and Process Simulation

Robotics Lab



Training Software Simulation

Project Robotics Hands-On Practice

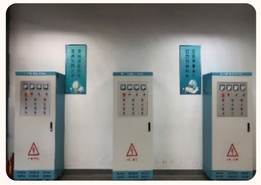
IoT Lab



Training Industrial Internet & IoT Certification

Project IoT Assembly Technician/ Engineer

Electrical Lab



Training Electrical Certification Training

Project Equipment Electrical Assembly

Digitalization Lab



Training Big Data Architect Training

Project Big Data Analyst

Insight into Frontier Trends, Forging Future Competitiveness

Focus on Group strategy, promote frontier technology

32 special lectures **6,171** participants





F3.0

Three Core Technologies

Industrial upgrading

Three Industries

Three Platforms

Foxconn Research Institute

Smart EV
Intelligent driving and multi-domain integration technology

Robotics
Humanoid robots, hybrid robots, collaborative robots...

Smart Manufacturing
Smart factories, flexible manufacturing, intelligent automation, additive manufacturing...

Digital Health
Wearable devices and AI-enabled proactive health management

Artificial Intelligence (AI)
AI agents, AI industrial design, AI-physical world interaction...

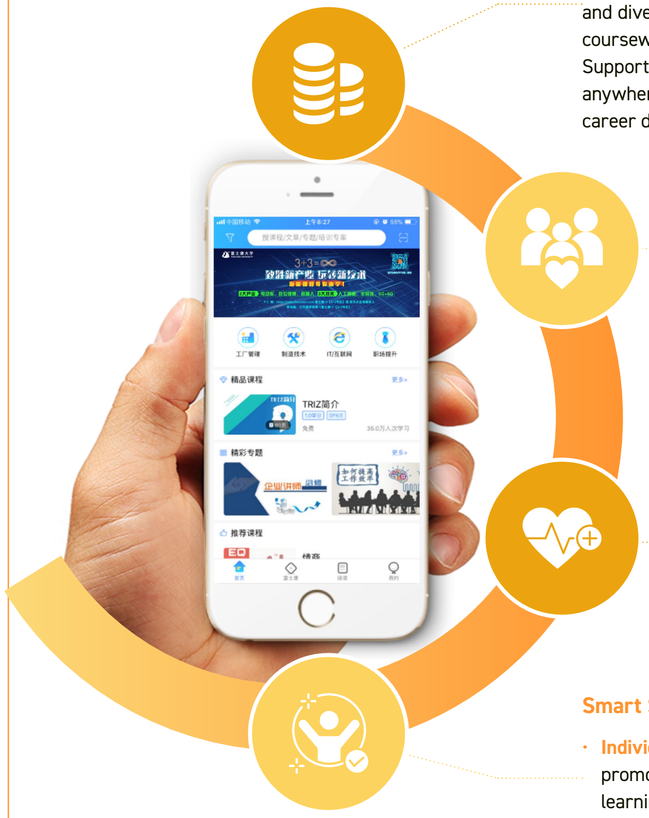
IP Literacy
Patents, trade secrets, copyright, trademarks...



Foxconn Online Education Platform

富学宝典

A comprehensive one-stop solution covering the full spectrum of training services for individuals and enterprises, integrating platform, content, and services.
Multilingual Versions: Chinese (Simplified/Traditional), English, Vietnamese, Spanish.



Courseware Resources

A complete training system with abundant learning resources and diverse course formats, featuring over 70,000 multimedia courseware.
Supports OMO model and various terminals for anytime, anywhere learning, closely linking learning and growth with career development.

Recorded & Live Streaming

Supports online recorded/live teaching, real-time interaction, discussion, and Q&A.
AI training assistant, AI course creation assistant, AI question generation/grading, AI review assistant, etc.

Big Data

Collects and consolidates big data on learning, growth, and career development for tiered and categorized analysis.
Creates user profiles based on user behavior to provide precise and efficient learning and talent recommendations.

Smart Support System

- **Individual:** Compulsory learning, required assessments, promotion prerequisites, e-certificates, notifications, learning cohorts
- **Unit:** Project implementation, data statistics, progress tracking, surveys, certificate management

Tiered and Categorized Training System

Based on the Group's transformation needs and talent supply strategy, Foxconn promotes multi-tiered, cross-disciplinary training programs to build a comprehensive training system that covers leadership development, professional and technical competence, sustainable development and compliance, academic education, and career development.

Leadership Development: "HongHu" Talent Pipeline Series (All-Level Management Talent)

To meet the demand for management talent arising from the Group's strategic transformation and globalized deployment, Foxconn University has established a dedicated cultivation system for management talent at all levels, creating the "Hong-Hu" series talent pipeline cultivation project, which cultivates management talent by tier and category, strengthening the cadre reserve and supporting the Group's sustainable operations and development.

The project covers all levels of participants, from new graduate elite cadre trainees, professional-level cadres, section-level cadres, and plant-level management cadres to senior management cadres, and establishes a cultivation framework based on a tiered competency model, covering aspects such as cultural consensus, mindset shaping, change management, and professional literacy, combining diverse teaching formats such as outdoor training, benchmark visits, project-based practice, and mentor guidance, to design seven major dedicated class programs:

Leadership Development Program

C-suite	Lead the Strategic Direction
Senior Manager	Manage Customer Relationships and Monitor Industry Trends
Middle Manager	Build Strong Production Capabilities and Advance Organizational Growth
Frontline Manager	Ensure High Performance and Achieve all KPIs and OKRs
Supervisor	Make Sure Production Achieves High Efficiency, High Quality, and On-time Delivery
Engineer	Problem Solving and Continuous Improvement
Fresh Graduate	Accelerating Workplace Adaptation

In 2025, the "Hong Hu" series of programs held 18 sessions across mainland China, Taiwan, and Vietnam, developing 953 core management talents.

Empowering the System: A Multi-Tiered Talent Development Blueprint

Vision & Advocacy | Keen Insight | Resilience through Adversity | Problem-Solving Ability

Long-term development · Stable talent cultivation · Building a leadership pipeline · Technology empowerment · Global perspective

- Executive Leadership Program
- Plant Manager Excellence Program
- Mid-Level Manager Development Program
- Frontline Supervisor Training Program



Taiwan Executive Seminar Program



Vietnam Plant Manager Program

Core Competencies

- Cultural Values
- Problem Solving
- Leadership Mindset
- Strategic Planning
- Business Management
- Performance Orientation

+

AI + Meta-Skills

- AI-enabled decision-making
- human-machine collaboration
- risk prediction
- Meta-skills: learning, creating, judgment, execution, curiosity

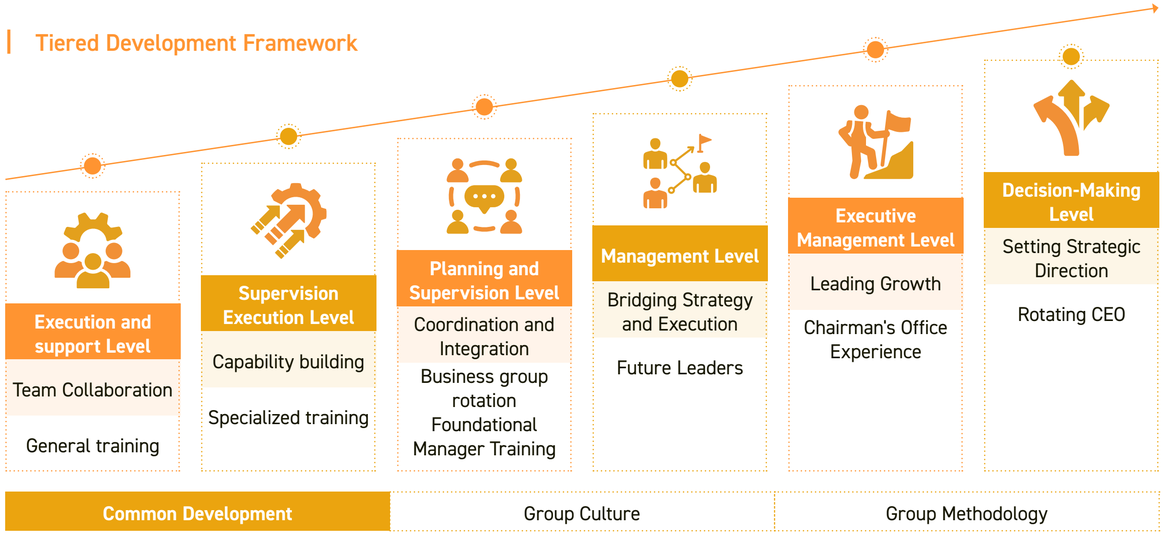
Senior Leadership Development and Succession Pipeline

Against the backdrop of a changing global political and economic environment, industry restructuring, and rapid technological change, the challenges faced by enterprises are not merely competitive pressures, but a highly uncertain decision-making environment. Whether an enterprise can advance steadily depends not only on having agile "professional talent," but more importantly on cultivating "business talent" with a holistic perspective.

Foxconn regards senior talent cultivation as an important undertaking to support the second growth curve, strengthen organizational resilience, and enhance strategic execution capabilities, focusing on cultivating future leadership talent with strategic decision-making, innovation-driving, and cross-organizational collaboration capabilities. We take "establishing a senior leadership development blueprint, developing key capabilities, and building the Group's succession pipeline" as one of its talent development priorities, planning phased advancement paths for the short term (2022–2024), medium term (2025–2027), and long term (from 2028), and regularly reviewing and assessing them, making adjustments in line with new technologies and the Group's strategy to strengthen organizational competitiveness; at the same time, it links training, development, and promotion mechanisms to advance the systematic rollout of global organizational and management mechanisms.

Through an institutionalized succession pipeline cultivation mechanism, Foxconn transforms succession from a passive response to a proactive deployment, so that the enterprise's future no longer rests on a single individual but is built on a sustainably operating talent system. The senior leadership development program is not intended to quickly select a successor. Instead, it enables multiple high-potential talents to progressively gain experience of varying intensity and from different perspectives, confirming whether they possess the ability to integrate resources and make key decisions in complex situations. By establishing succession on an observable and verifiable development system, the Group can progressively make promotion decisions validated through a structured process. When succession is built on an observable, verifiable development system, it is no longer a gamble, but a choice validated by the system.

Tiered Development Framework



Training and Development Design

Based on organizational strategy, job requirements, and talent development stage, competency gaps are identified through leadership assessments, 360-degree evaluations, and Individual Development Plans (IDPs), with tiered, categorized, and modular training content planned accordingly. In addition to classroom learning, development methods combine case studies, project assignments, cross-unit rotations, mentor coaching, and the transfer of senior executive experience, helping trainees apply what they learn to real work and linking training with career development, key positions, and the succession pipeline.

Effectiveness Assessment: Following a multi-level evaluation framework, from learning reaction and knowledge/competency improvement, to post-training behavior change, extending to performance improvement, promotion, and succession outcomes. Evaluation results serve as an important basis for reviewing training effectiveness, optimizing course content, and adjusting talent development resources, continuously improving training quality and strengthening the real-world application of learning outcomes.

Manager Leadership Capability Blueprint: We have established a manager leadership capability development blueprint with four major dimensions as capability axes and nine major capability elements to cultivate senior talent grounded in the Group's cultural foundation and business vision.

Senior training is advanced using the 70/20/10 model, combining experiential learning, learning from others, and classroom learning to form a complete cultivation system:

- **70% Experiential Learning**: Strengthen leadership behavior and business capabilities in actual tasks through methods such as development projects, Business Group experience, and Rotating CEO arrangements.
- **20% Learning from Others**: Draw on diverse experiences and perspectives through peer exchange, mentor guidance, book clubs, international courses, and DDI development activities, promoting mutual learning and growth.
- **10% Classroom Learning**: Acquire knowledge and skills through formal training courses, classroom teaching, or online learning, promoting experience transfer and capability diffusion within the organization.

Manager Leadership Capability Blueprint



Effectiveness Assessment: Following a multi-level evaluation framework, from learning reaction and knowledge/competency improvement (L1, L2), to post-training behavior change (L3), extending to performance improvement, promotion, and succession outcomes (L4). Evaluation results serve as an important basis for reviewing training effectiveness, optimizing course content, and adjusting talent development resources, continuously improving training quality and strengthening the real-world application of learning outcomes.

Core Program Outcomes

Project	Rotating CEO	Board Office Experience	Future Leaders	Cumulative Cultivation
Scale	3 terms (3 people)	10 cohorts (31 people)	3 cohorts (61 people)	95 people
Outcomes	Enhance real-world experience through the rotation system	Enhance strategic vision and business capabilities	Build a successor talent pool	Promotion rate of 49.3% (of whom 6 were promoted to first-tier managers, 1 serves as a subsidiary CEO, and 2 have successively served as Rotating CEOs)

External Recognition and Professional Accreditation

2026 ATD Excellence in Practice Award

In May 2026, Foxconn Technology Group received recognition from the Association for Talent Development (ATD) for the first time with the 2026 ATD Excellence in Practice (EIP) Award for its "Future Leaders Program." The Group's Chief Human Resources Officer, Kuo-An Hsia, personally attended the award ceremony in Los Angeles to accept the award. This award demonstrates the Group's concrete achievements in global talent development, the building of a senior leadership pipeline, and the cultivation of organizational capability.

Judges' Recognition

The ATD judges stated: "Foxconn, with its long-term talent strategy blueprint and competency matrix at its core, combines external consultants and internal key stakeholders to jointly inventory future key capabilities, enabling the program to be effectively advanced at the Group level."

Significance of the Award

This award not only represents that the Group's senior talent development model has received recognition from international professional judges, but also highlights Foxconn's practical achievements in supporting corporate transformation, strengthening organizational resilience, and sustainable competitiveness through systematic talent cultivation, embodying the Group's determination to continuously enhance organizational resilience and sustainable competitiveness through the power of talent.



Digital Transformation and Smart Manufacturing: "Four Modernizations" Training (Including Certification Curriculum System)

In response to the Group's digital transformation strategy, Foxconn University has built a dedicated technical talent cultivation system built around the core fields of smart manufacturing, constructing the "Smart Manufacturing Four Modernizations" training project centered on the four pillars of Lean, Automation, Digitalization, and Intelligentization, and has established the [Smart Manufacturing Academy] and [Digital Transformation] training zones on Fu-learning, independently developing and uploading more than 1,200 digitalization and smart manufacturing-related courseware modules, with over one million enrollments per year.

The Four Modernizations training content covers:

- **Lean**: Lean, quality, supply chain management, etc., including certification series courses such as IE Technician/Engineer, Lean Improvement Specialist, Six Sigma Yellow/Green/Black Belt, and Lean Logistics Technician/Engineer.
- **Automation**: A total of ten certification courses in three major categories: mechanisms, control, and communications.
- **Digitalization**: Focusing on ERP/MES/WMS, and covering certification courses such as Android, iOS, HTML5, Web front-end development, UI/UX design, and systems integration project management.
- **Intelligentization**: Certification series courses such as data processing, big data development, data mining, industrial artificial intelligence, and big data visualization.

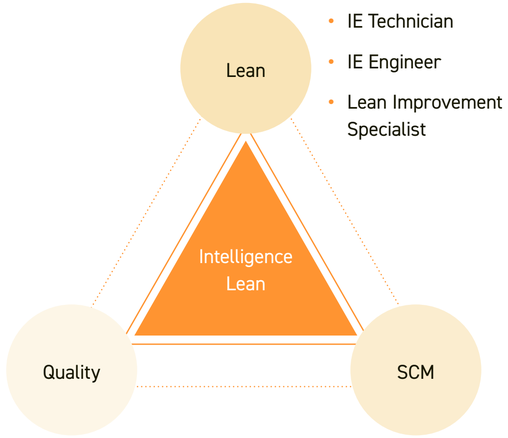
In 2025, Foxconn University continued to optimize the Smart Manufacturing Four Modernizations training with the "Four Practicals" (practical study, experimentation, practice, and real-world application) philosophy; building full-module courses online and strengthening hands-on practice through diverse methods offline, promoting the transformation of knowledge into the ability to solve real-world problems. In 2025, a total of 91 offline sessions of Smart Manufacturing Four Modernizations training were held, cultivating nearly 5,000 smart manufacturing professional and technical talents, with online learning enrollments exceeding 1 million.

Smart Manufacturing Training Program

Digital Strategy

- Customer Experience
- Smart Decision-making
- Operational Efficiency
- Lighthouse Factory

Lean



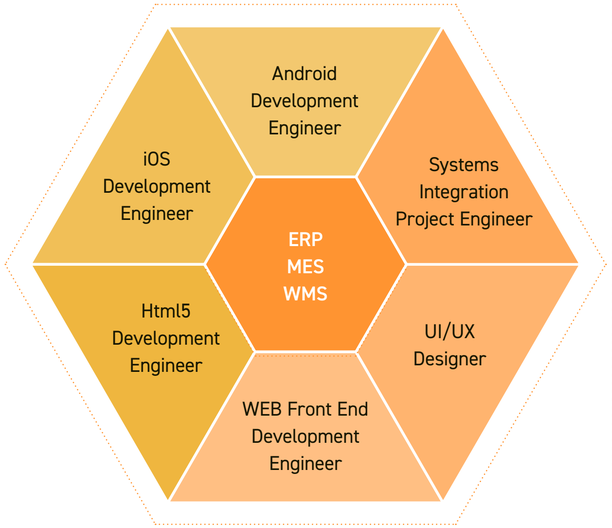
- IE Technician
- IE Engineer
- Lean Improvement Specialist
- Six Sigma Yellow Belt
- Six Sigma Green Belt
- Six Sigma Black Belt
- Lean Logistics Technician
- Lean Logistics Engineer

Automation

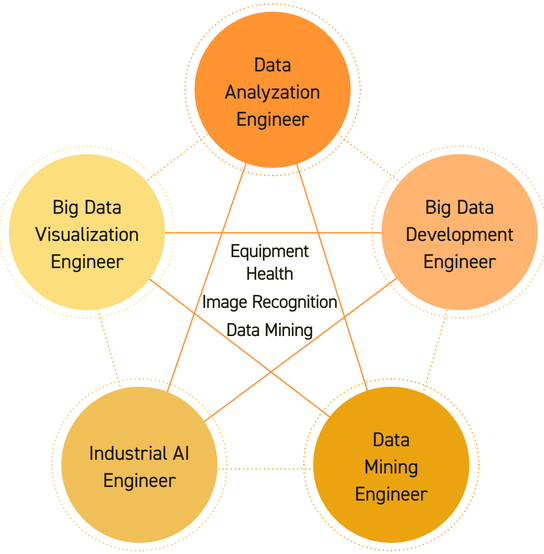
Institutions	Control	Communications
• Machining Engineer • Mechanical Design Engineer • Equipment Maintenance and Assembly Technician • Karakuri	• Automation Control Engineer • Industrial Robot Engineer • Machine Vision Engineer	• Industrial Internet Engineer • IOT Communication Engineer

Automation Project Engineer

Digitalization



Intelligentization



Digital Culture Promotion

- Digital Literacy (Ethics/Confidentiality/Openness/Sharing)
- Digital Cultural Environment (Office/Dashboards/Reports, etc.)
- Promotion of Cultural Concepts (Lectures/Forums/Competitions, etc.)
- Benchmark/Lighthouse Factory

Note. The training time for each category of talent is 30-120 hours of theoretical learning + 1-3 months of practical guidance.

Driving Business Competitiveness through Smart Manufacturing Training

Continuously empowering technical talent to drive performance growth

Online: Comprehensive curriculum + rich learning resources

Offline: Diverse learning methods + practical application

Transformation and Upgrading

Genesis Project · Lighthouse Factory · Intelligent Manufacturing Platform

Smart	AI mindset	AI exploration	AI empowerment	AI tools
Digital	Cloud computing	business systems	data governance	systems integration
Automation	Industrial control	industrial robots	additive manufacturing	IoT
Lean	Lean principles	lean tools	lean processes	lean management

People-oriented · Quality & efficiency improvement · Cost & waste reduction



On-the-job skills training — Learning

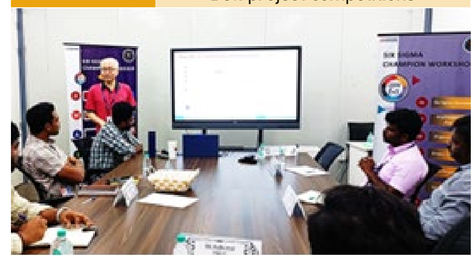


Experimenting — automation training (PLC hands-on practice)

IoT training — Applying



Practicing — Six Sigma Green Belt project competitions



Cutting-Edge Technology and Industry Trends: "3+3+3" Cutting-Edge Technology Seminar Series

To support the Group's "3+3+3" transformation and upgrading strategy, Foxconn University has established a specialized system to disseminate cutting-edge technological knowledge by creating the "3+3+3" Cutting-Edge Technology Seminar Series. Inviting experts to speak each month on topics including electric vehicles, robotics, AI, semiconductors, quantum computing, and 5G/6G accelerates the upgrade of employees' awareness of cutting-edge technology across the board and builds a reserve of technical and management talent for emerging business segments. Fu-learning has also established the "3+3+3 & Five Research Institutes" training zone, which hosts more than 400 related courses and has over 300,000 enrollments per year.

Sustainability and Compliance: ESG Curriculum System and Internal Auditor Certification Seminars

To implement the Group's sustainability operations and dual-carbon development strategy, and to build a solid foundation of sustainable development awareness among all employees, Foxconn University coordinates multiple functional units to drive ESG-related training, supporting the Group's compliance and green transformation across the environmental, social responsibility, and corporate governance dimensions.

Relying on theFu-learning platform, Foxconn University has built an ESG online curriculum system covering four major modules: compliance management, environment, society, and governance:

- **Compliance Dimension**：Provides core courses on the Code of Conduct and anti-corruption in multiple languages, including Chinese, English, Spanish, Vietnamese, and sign language, and promotes learning by all employees.
- **Environmental Category**：**348** courses, with a cumulative total of **1.29** million enrollments.
- **Social Category**：**1,946** courses, with a cumulative total of **10.13** million enrollments.
- **Governance Category**：**1,097** courses, with a cumulative total of **5.58** million enrollments.

Foxconn University has also collaborated with the Group's Sustainability Promotion Office to introduce courses from the CommonWealth Sustainability Association, creating the "Sustainable Value Chain ESG Online Learning Series," setting up 28 dedicated courses in 9 major categories along with supporting resources, covering topics such as ESG strategy, net-zero carbon emissions, human rights, public welfare, and biodiversity; it has cumulatively attracted 128,700 enrollments, with total course views exceeding 1,128,700



ESG Online Course Learning Status

E—Environment



Green & Smart (296 courses)

- Carbon management
- biodiversity
- energy conservation & emission reduction
- green energy

Circular Economy (52 courses)

- Renewable energy
- green economy
- sustainable supply chain

348 courses
1.29 million
cumulative learner-sessions

S— Social



Happiness & Development (1,856 courses)

- Talent recruitment/development/ retention
- workplace safety
- mental health

Win-Win & Prosperity (90 courses)

- Charitable giving
- volunteer service
- community engagement
- business for good

1,946 courses
10.13 million
cumulative learner-sessions

G— Governance



Inclusive Governance (840 courses)

- Code of Conduct (CoC)
- IP rights
- financial management
- information security

Foxconn Sustainability Legacy (257 courses)

- Sustainable operations
- sustainability reports
- green supply chain
- sustainability literacy

1,097 courses
5.58 million
cumulative learner-sessions

Sustainable Value Chain Online Course Series

9 categories, 28 courses

G

Strategic Thinking	ESG Competitiveness Overview	Net Positive Mindset	Net Positive Dialogue	
Trend Development	Overall ESG Trends (I)	Interpreting ESG Trends	International Conventions & Corporate ESG	Insights into DJSI Ratings
Opportunity & Risk	Interpreting Sustainability Reports	Supply Chain Human Rights		

E

Net Zero Academy	Understanding Net-Zero Transition Risk	Climate Transition Toolkit	1.5°C Pathway Setting	Carbon Management	Internal Carbon Pricing
Biodiversity	Biodiversity Fundamentals	TNFD Fundamentals	TNFD Advanced	Natural Carbon Sinks & Soil/ Water Conservation	
Circular Economy	Circular Economy in Practice	Practical Methods for Circularity			

S

Culture Shaping	Building Corporate DEI	Psychological Safety	2025 Taiwan Talent White Paper
Talent Sustainability	Enhancing Employee Sustainability Literacy	Sustainability Culture & Brand Management	
Public Welfare	External Organization Collaboration	SROI Methodology	9 Principles of Corporate Public Welfare

1,128,700 learner-sessions



專題描述：涵盖ESG策略、净零碳排、人权、公益与生物多样性等永续核心实务。课程内容横跨全球趋势解析、标竿案例分享、评比与揭露规范解析，协助企业从内部文化培养、供应链管理到国际合规对接，全面提升永续转型能力与实务操作力。



抢攻永续新商机：下一波ESG大趋势
1.5學分 SPKEP
5.8万人次學習



加速净零！企业内部碳定价的治理守则
1.5學分 SPKEP
4.8万人次學習



企业1.5度°C路径制定——企业升温目标制定准则
1.5學分 SPKEP
4.4万人次學習

Internal Auditor System Training

To strengthen quality control and ESG compliance management, internal auditor qualification certification training was also held in 2025, with a cumulative total of 21 sessions and 1,812 employees trained during the year, of whom 1,499 passed the assessment and obtained official qualification certificates; of these, 13 sessions of the ESG-specific internal audit course certified 918 trainees, and 8 sessions of the general system internal audit course certified 581 trainees.

Systematic training enhances internal control capabilities, drives effective implementation of the compliance system, achieves full-process risk prevention and control, and supports the Group's steady, sustainable development.

2025: **21** sessions, **1,812** participants



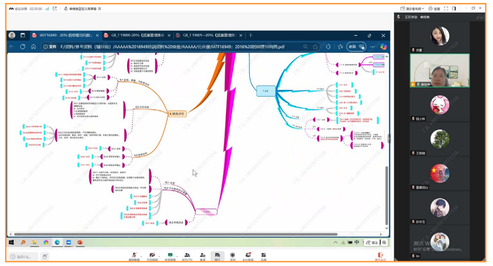
Sustainable Development & Environmental Management

- SA8000:2014 Social Responsibility Management
- ISO 14064:2018 GHG Verification
- GB/T24001:2017 Occupational Health Management
- …



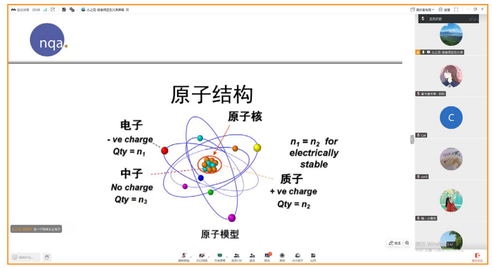
Corporate Governance & Compliance Management

- ISO 37301:2021 Compliance Management
- ISO 37001:2016 Anti-Bribery Management
- ISO 22301:2019 Business Continuity Management
- …



Quality Management

- ISO 9001:2015 Quality Management
- 3C Product Certification Requirements
- ISO 13485:2016 Medical Device Quality Management
- …



Occupational Health & Safety

- ISO 45001:2018 Occupational Health & Safety Management
- ANSI/ESD S20.20:2021 Electrostatic Protection
- ISO 27001:2022 Information Security
- …

Vocational and Technical Skills and General Competencies: Supporting Employee Growth Across the Full Career Cycle

To strengthen the professional capabilities of technical position employees and meet the needs of safe production and compliance management, Foxconn University has established vocational skills training and certification, continuously strengthening technical employees' hands-on capabilities, safety literacy, and compliance with certification -to-work standards, so as to support stable production and controllable quality at each campus. Technical skills training continues the "Four Practicals" philosophy, promoting capability upgrading and innovative development through progressive training modules, combining systematic courses with case studies, hands-on practice in simulated environments, actual equipment and project execution, as well as on-the-job training, improvement activities, skills competitions, technical exchange, and innovation projects.

At the same time, to build a complete support system for employees' growth across the full career cycle, Foxconn University continues to develop general competency courses and courseware, using an online-offline blended model to improve employees' overall competencies. The curriculum covers ten major areas, including career planning, health and safety, personal finance, and family education, addressing employees' needs for work-life balance and personal growth.

Technical Training

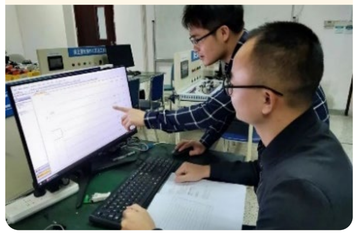
Delivers manufacturing technology, digital transformation, industrial engineering, and other technical training and certification to cultivate skilled technical talent.

Career Ladder

- Senior Engineer
- Senior Chief Engineer
- Chief Engineer
- Senior Engineer
- Engineer
- Assistant Engineer
- Technician-Operator

Learn to Apply

- Professional knowledge
- job skills
- core techniques
- industry updates
- industry trends



Apply to Learn

- Teaching experiments
- On-site simulation
- Mock exercises
- Sand-table simulation
- Case studies



Apply to Promote Learning

- Equipment hands-on practice
- Software application
- Project practice
- Improvement proposals



Integrated Training & Application

- On-the-job experience
- Improvement activities
- Skills competitions
- Technical exchange
- Technical innovation



Professional Qualification Certification

- Senior Technician (Level 1)
- Technician (Level 2)
- Senior Worker (Level 3)
- Intermediate Worker (Level 4)
- Junior Worker (Level 5)

Employee Health, Safety, and Supportive Resources

To support employees' physical and mental health and enhance campus safety and protection capabilities, Foxconn University offers training in mental health and first aid. In 2025, the "Sunshine Heartfelt Words" mental health training camp trained 1,615 people through 6 sessions of immersive workshops, covering skills such as meditation for stress relief and career planning; it also launched the "Physical and Mental Health Knowledge Handbook " series, using hand-drawn comics to enhance employees' physical and mental health literacy.

In the same year, 8 sessions of CPR (Cardiopulmonary Resuscitation) + AED (Automated External Defibrillator) emergency first aid hands-on training were held, with a cumulative total of 489 employees participating; through on-site hands-on teaching, the standard procedures for emergency first aid in sudden accidents were popularized, strengthening employees' emergency response and first aid skills and enhancing campus safety literacy.

Physical & Mental Health Training

"Hidden Light Talk" Mental Health Training Camp: 9 sessions, 1,615 participants

- Meditation & stress relief
- emotion management

- stress management
- career planning

- communication & listening
- non-violent communication

Between Breaths: Meditation and Stress Relief

- What Is Meditation? — Common Misconceptions
- Relieving Stress through Breathing and Physical Relaxation — Diaphragmatic Breathing
- How to Bring the Practice into Daily Life — Relaxation Exercises

When facing tension and stress, employees learn not to fear their emotions, but to press pause for themselves between breaths — building a repeatable stress-relief pathway that can be carried back into daily life.







Physical & Mental Health Knowledge Contest: 12 sessions, 11,706 participants

Mental Health Knowledge Outreach

- Mental health knowledge
- occupational disease classification & prevention
- depression
- OCD



Occupational Disease Classification & Prevention

- prevention guides
- dust masks
- hazard factors
- Noise-Induced Deafness



First Aid & Safety Training

Safeguard employee health and workplace safety, ensuring timely and effective treatment in the event of accidental injury.

8 sessions, 489 employees trained in theory + hands-on practice

Learn CPR/AED use, choking rescue, and other first-aid techniques









Academic Education and Career Development

Foxconn University thoroughly implements the Group's "3+3+3" development strategy, treating "talent sustainability" as a cornerstone of its ESG strategy, and is committed to building a lifelong learning system that covers all employees throughout their career life cycle. Since 2001, the Group has cumulatively provided over 70,000 employees with opportunities to pursue academic qualifications while employed.

In 2025, to align with the Group's globalized deployment and internationalized talent strategy, the Group comprehensively upgraded the On-the-Job Academic Education Management Regulations, further building an academic education governance system that is flexible, efficient, with clear authority and responsibility, and adaptable to global business development, enhancing the systematic and sustainable development of talent cultivation.

Core Governance Points:

- **System Restructuring**: Establish a dual-layer management structure of "Group management regulations + regional implementation rules," achieving a combination of unified standards and flexible regional operations.
- **Global Governance Optimization**: Implement a "1+N" global governance model, with the Group headquarters coordinating and enabling, and each region operating autonomously, enhancing resource synergy and management efficiency.
- **Dual-track Cultivation Mechanism**: Simultaneously advance enterprise-customized dedicated classes and university standardized cultivation models to meet the development needs of talent at different levels.
- **Flexible Learning Model**: Adopt an online-offline integration teaching model to reduce work-study conflicts and enhance employees' learning accessibility and participation.
- **Education Support Policy**: Eligible employees may apply for tuition subsidies ranging from 50% to 100%, reducing the learning burden and promoting educational equity.
- **Development Incentive Mechanism**: Graduation outcomes are incorporated into employee personnel files and serve as an important reference basis for talent development, career advancement, and performance evaluation.

Scale and Outcomes of Academic Education

- **Cooperation Network**: Established cooperative relationships with globally renowned universities, with academic education covering popular fields such as intelligent control technology, IoT application technology, mechanical design and automation, computer science, industrial engineering, electronic and communication engineering, mechanical engineering, software engineering, big data and accounting, and human resource management.
- **Level Coverage**: Offers on-the-job academic education programs at five levels: technical secondary school, associate, bachelor's, master's, and doctoral.

2025 Outcomes:

- 19 core sites partnered with 89 universities, including Tianjin University and Shenzhen University
- Offered 54 popular manufacturing-industry majors, including industrial robotics and big data technology
- 4,644 students enrolled during the year, with 774 new registrations

- Successfully helped 1,302 employees graduate
- Cumulatively awarded scholarships to 1,837 person-times, totaling over NT$17 million

Full-cycle Closed-loop Service: The Group has implemented a full-cycle closed-loop service covering "enrollment promotion, unified assessment, opening ceremony, smart classroom, academic research, and graduation ceremony," and links graduation outcomes to internal promotion and incentive mechanisms.

Future Outlook: Plans to launch academic advancement programs for people with disabilities, upholding its social responsibility commitment to inclusive education and inclusive growth.

Academic Education Program

In 2025, partnered with 89 renowned universities to offer academic education across 5 levels (doctoral, master's, bachelor's, associate, and technical-secondary) in 54 disciplines.

Program Features

University Side

- **University Faculty**: Solid theoretical foundation
- **Academic Curriculum**: Theoretical knowledge aligned with university academic standards
- **Academic Thesis**: Thesis completion based on university standards
- **Academic Advisor**: Specialized guidance + Thesis defense
- **Degree**

Trainee

High Potential Talent

Enterprise Side

- **Corporate Instructors**: Rich practical business cases
- **Applied Curriculum**: Practical cases aligned with real-world business scenarios
- **Corporate Technical Project**: Completion of internal technical projects
- **Corporate Mentor**: Corporate expert /mentor
- **Scholarship**



Careful selection



Opening ceremony



Lectures by renowned faculty



Graduation ceremony

Learning and Development Indicators and Quantitative Results

In 2025, Foxconn University delivered 299 offline training programs, training 33,168 participants; added 16,800 new courses during the year; the Fu-learning platform recorded 120 million learner visits; and, in partnership with multiple universities, ran multi-level academic education programs totaling 192 classes, helping 4,644 employees advance their academic qualifications.

All training programs are continuously improved in quality through course satisfaction surveys; for example, in benchmark programs, overall trainee satisfaction reached 95.8 points (out of 100), with more than 90% of trainees recognizing the value of training in enhancing management capability, providing a cutting-edge perspective, and supporting career development. Training also helps strengthen employees' sense of belonging and organizational identification; Group data show that the turnover rate of trained employees is, on average, lower than the Group's overall level, further improving talent force stability and supporting the Group's efforts in developing, deploying, and retaining talent.

Foxconn introduced its global learning platform in 2013, and by 2025, it had been deployed at sites in mainland China, Taiwan, Vietnam, India, the United States, Mexico, and other countries/regions, with more than 7.45 million users. Through the global learning platform, Foxconn promotes colleagues' self-directed learning and resource sharing, quickly establishing a common global language and facilitating knowledge transfer.

Learning Outcome Transformation

Foxconn University believes that the ultimate value of training is reflected in changes in trainee behavior and business outcomes. Therefore, in addition to quantitative indicators such as training completion rate and average learning hours per person, it also links learning outcomes to career development and performance improvement:

Linking to Career Development

The Group has formulated pre-promotion training and assessment regulations for professional-level cadres, and has established a promotion training zone on Fu-learning, providing dedicated training for cadres to be promoted to professional grade 4, professional grade 8, professional grade 14, and above, so as to support the matching of employee capabilities with future development needs; academic education also serves as a foundational support for employee career development, with scholarships and closed-loop services supporting employees in completing their studies.

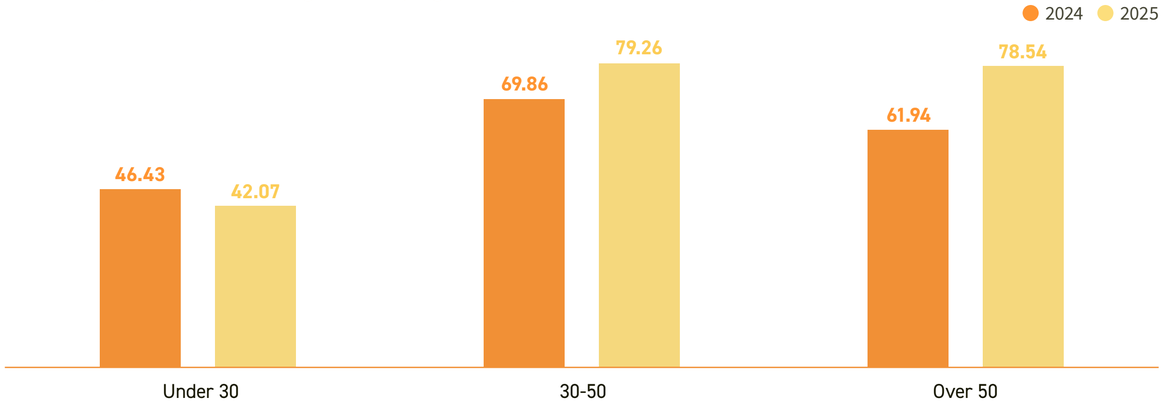
Linking to Performance Improvement

The Group adheres to the "Four Practicals" philosophy of practical study, experimentation, practice, and real-world application, emphasizing the application of what is learned, promoting learning through application, and integrating training with application. Most training projects have instructors guide trainees in completing improvement or practical application reports, helping implement what they have learned in work situations and promoting the transformation of knowledge into action.

Taking Six Sigma Green Belt training as an example, trainees select topics aligned with their job duties and advance practical projects, completing project implementation reports to narrow the gap between theory and practice, and delivering results through hands-on improvements in their positions, creating quantifiable financial and operational performance for the enterprise. Foxconn University also regularly holds improvement proposal presentation conferences or project exchange sessions, encouraging trainees to continuously apply what they have learned to drive improvements and innovations in their work, enhance individual and unit performance, and strengthen cross-unit exchange and mutual progress.

In 2025, Foxconn continued to invest in employee training and talent development, building a learning system that covers diverse genders, job categories, management levels, and age groups to support employees' professional development and career growth. The total global training expenditure throughout the year reached NT$211 million, with total global employee training hours reached 35,839,794, averaging 57 hours of training per employee. When analyzed by age group, the average learning hours per capita for employees aged 30 to 50 and over 50 both increased compared with 2024, indicating that the Group continues to focus on the development needs of employees across age groups and to strengthen investment in relevant training resources. Through training data analysis, the Group understands the learning participation and resource investment of different employee groups, providing an important basis for continuously optimizing training planning, refining talent development mechanisms, and enhancing organizational resilience.

Average Employee Learning Hours by Age Group, 2024–2025



Return on Human Capital Investment

Foxconn continues to track the effectiveness of its human capital investment, using diverse indicators to measure training outcomes and talent development's contribution to corporate performance:

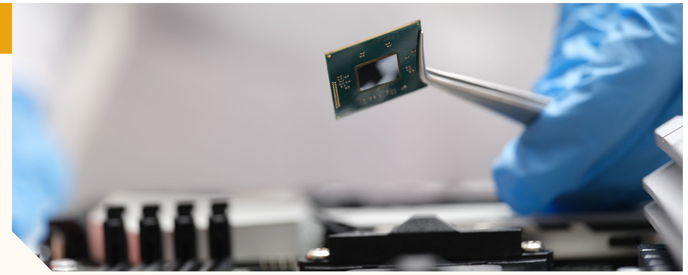
- **Training Satisfaction**: Overall training satisfaction reached 95.8 points (out of 100) in 2025
- **Talent Promotion Rate**: Overall internal talent promotion rate of 21.1%
- **Key Talent Retention**: Turnover rate of key talent fell by 33%
- **Output Value per Employee**: Output value per employee rose 12.8% compared to the previous year

These indicators show that Foxconn's investment in human capital development has been effectively translated into improved organizational performance and competitive advantage.



Spotlight

2025 Program: AI Capability Leap Program

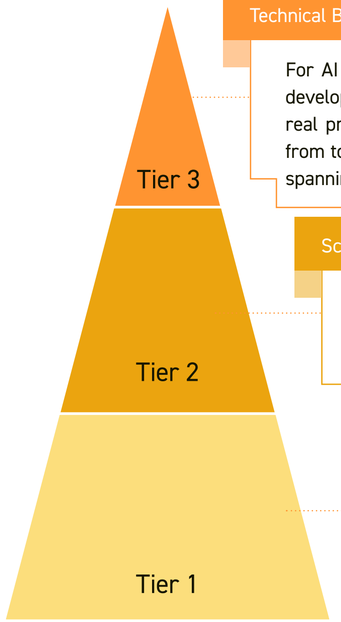


In 2025, in response to the global wave of AI industrialization and the Group's digital transformation strategy, Foxconn University fully upgraded its "AI Capability Leap Program," building a three-tier curriculum system of "Enablement for All – Scenario Integration – Technical Breakthrough," advancing AI tool competency from basic application to full-chain development capability as a key highlight of the year.

Implementation Path

Popularizing tools to strengthen the foundation, driving scenario innovation to boost efficiency, and achieving technical breakthroughs to build an ecosystem

The system achieves precise empowerment through tiered instruction:



Technical Breakthrough – Achieving Technical Breakthroughs to Build an Ecosystem.

For AI technical backbone staff, an advanced curriculum is built covering large model development, fine-tuning optimization, and private deployment, supported by a library of real project cases and hands-on practice mechanisms to help technical staff transition from tool users to solution designers, further helping the Group build an AI talent matrix spanning from tool application to technical breakthroughs.

Scenario Integration – Driving Scenario Innovation to Boost Efficiency.

For positions related to the "Four Modernizations" of smart manufacturing, an in-depth map of AI tools in production scenarios is developed, embedding AI capability into core teaching modules such as process optimization, production operations, equipment maintenance, and quality inspection.

Enablement for All – Popularizing Tools to Strengthen the Foundation.

General AI office training is provided to all employees, using scenario-based case studies and in-class hands-on practice to help colleagues quickly apply AI tools to high-frequency scenarios such as document processing and data analysis.

Upgrading Training Operations: AI-Enabled Training Across the Full Process

At the training operations level, upgraded Fu-learning and the Education Big Data platform, adding functions such as an AI training assistant, AI course development assistant, AI question generation and grading, and AI review assistant, and developed an Education AI Agent that uses AI technology to optimize employee self-learning experience and training management efficiency

2025 Results

Following the mechanisms described above, Foxconn University continued to publish 336 AI-related courses across 8 major categories, with cumulative participation of 1.15 million person-times in 2025.

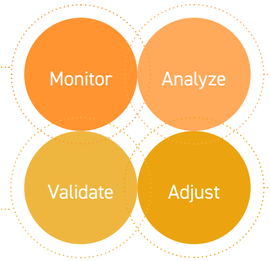
Iteration Mechanism

Monitor – Analyze – Adjust – Verify (Closed-Loop Optimization)

Foxconn University's core training programs are iteratively optimized on an annual cycle, embedding responses to emerging industry trends, technological progress, and sustainability challenges into the training operations process, forming a "Monitor – Analyze – Adjust – Verify" closed-loop mechanism:

Track dynamics such as the Group's industry deployment, digital transformation, and international ESG policies; maintain communication with business units and campus managers to grasp new technology implementation and talent needs; and analyze learning preferences and capability gaps through needs surveys, satisfaction questionnaires, and Fu-learning learning big data.

Validate effectiveness through course satisfaction surveys, trainee assessments, and business unit feedback, serving as a basis for subsequent optimization.



Aggregate information across the three layers of industry, business, and employees, compare it against the course system and capability standards, identify training gaps, and categorize emerging needs.

Adjust annual training planning based on needs, building courses through the dual track of internal development and external introduction, and implementing them in diverse forms such as online zone uploads and offline hands-on practice.

AI Training Boosts Performance



AI + Office Efficiency

- AI+Excel
- AI+PPT
- AI+Word
- AI+ Programming
- prompt engineering techniques
- AI+Design

AI + Business Scenarios

- Visual design
- production logistics
- process optimization
- equipment O&M
- smart inspection
- robot interaction

Professional Technical Talent

- NLP
- large model fine-tuning
- large model development
- AI agent development
- private data fine-tuning
- Lang Chain development framework

"Fu-learning" AI & Data Science Courses

8 categories, 336 course materials, 1.15 million learner-sessions



- AI Fundamentals
- Machine/ Deep Learning Algorithms
- Bio-Inspired Optimization Algorithms
- Generative AI - ChatGPT
- Data Analysis & Mining
- Language Tools
- Big Data Platform Architecture
- AI & Data Science Applications

Exploring the Mysteries of Nature:
"Bio-Inspired Optimization Algorithms"











Employee Growth Stories

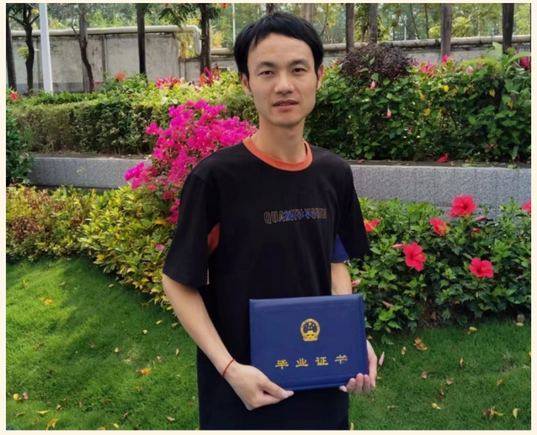
Story One: From "Just Getting the Job Done" to "Knowing Where I Stand"

Background

Liu Xiaojun was originally a production-line operator. In 2019, he seized the Group's opportunity for in-service academic advancement, progressing from technical secondary school to completing junior college studies, and is now enrolled in the 2024 bachelor's program in mechatronic engineering at Shenzhen Open University.

Growth Story

When the production line introduced new automated equipment, the parameters and principles mentioned by the technicians were difficult for him to understand, making him realize that he could be left behind if he did not learn. With the Group's support, he engaged in systematic learning, gradually building expertise in mechanical principles, circuit analysis, and programming logic, and his way of working shifted from passive execution to proactive thinking. In the past, he could only wait for repairs when equipment broke down; now he can diagnose problems and respond quickly himself, and even when he cannot resolve an issue alone, he can precisely describe the fault, improving communication efficiency with technicians. From production-line operator to all-round technician, Liu Xiaojun achieved his self-transformation over fourteen years.



Reflection

"This re-education experience gave me more than just a certificate, but an important step of growth along my life path. In today's manufacturing industry, where upgrading is constant and technology evolves rapidly, only continuous learning enables us to keep pace with the Company's development and avoid being left behind by the times."

Story Two: From "Executor" to "Strategic Brain"

Background

Peng Rong works in intellectual property legal affairs. In 2022, she was successfully admitted to the MBA program at Tianjin University, receiving a full-tuition scholarship from the Group.

Growth Story

As the Group advanced its digital and smart manufacturing transformation, she realized that career advancement required more cross-disciplinary skills — talent who understand technology, management, and data is the backbone the Group needs; pursuing an MBA was an important step in strengthening her systems thinking and management ability. Over two and a half years of study, she had to invest a great deal of time and effort, repeatedly refining her thesis; the process also brought a shift in mindset and method — from "executing upon receiving instructions" to first considering purpose and context, breaking problems down using methodologies and tools, while expanding cross-disciplinary resource connections through her peer network.



Reflection

"This period of study was not only self-actualization, but a lifelong source of intellectual wealth for me. I want to share Harvard University's maxim with every colleague who continues to improve and pursue excellence in the workplace: 'The pain of learning is temporary, but the pain of not learning is lifelong.' In the AI era, only by maintaining a passion for learning can we turn the fleeting pain of transformation into an inexhaustible long-term competitive advantage. I hope that on this path of lifelong learning, we can all move forward together with the Company and become better versions of ourselves."

Board Office Summer Internship Program: Cultivating a Cradle of Future Leaders

Program Overview

The Board Office Summer Internship Program is led by the Board of Directors' Office and offered during the summer, aiming to give university and graduate students an in-depth understanding of corporate operations, participation in project execution, and enhanced practical workplace experience. Outstanding performers may have the opportunity to receive a letter of recommendation or priority consideration for future full-time positions.

Program Highlights and Value

- International Workplace Appeal
  The program successfully attracted outstanding students from 30 countries/regions worldwide, demonstrating Foxconn's strong appeal as an internationalized enterprise and its continued expansion of talent pools and global perspective.
- Comprehensive Growth Momentum
  All three major categories (corporate image, technological innovation, and finance) showed growth across the board, indicating that the program's appeal across professional fields continues to rise.
- Cultivation of Cross-functional Collaboration Capabilities
  Interns cultivate cross-functional collaboration skills through participation in cross-departmental projects, laying a solid foundation for future career development.
- Cultivation of Future Leaders
  Through systematic training and practical experience, the program reserves future leadership talent with an international perspective and professional capabilities for the Group.

Summer Internship Program Results

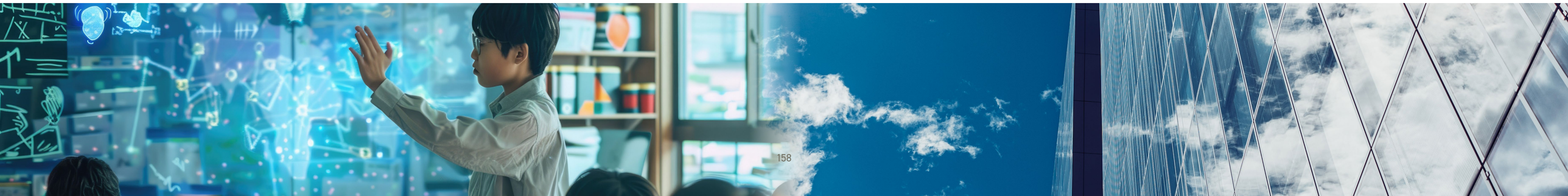
Overall applications YoY growth

62.8%

- Attracting Outstanding Talent from Diverse Countries
- Demonstrating International Workplace Appeal
- Strengthening Global Perspective and Cross-Cultural Collaboration Capabilities

Applications by Category (2026)

Corporate Image (37.1%)	Tech Innovation (54.0%)	Finance (25.6%)
YoY	YoY	YoY
+38.9%	+99.8%	+42.5%



Diversity, Equity, and Inclusion

Diversity Commitments and Policies

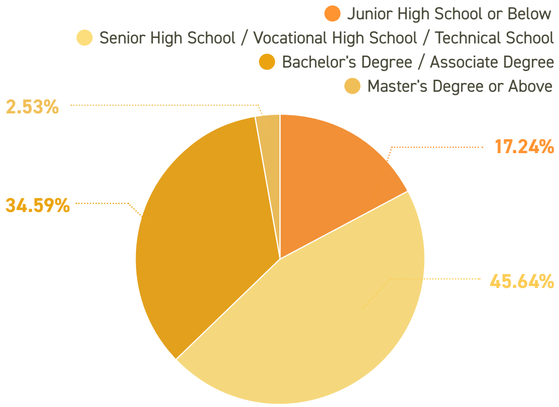
Foxconn values the innovative value brought by different backgrounds, experiences, and perspectives, and continues to advance the concept of Diversity, Equity and Inclusion (DEI), committed to building a work environment that respects differences, eliminates discrimination, and allows employees to speak up with peace of mind. Through policies and systems, education and training, talent development mechanisms, and friendly workplace measures, the Group promotes equal development opportunities for employees of different genders, ages, cultural backgrounds, and identities

Diverse Workforce Composition

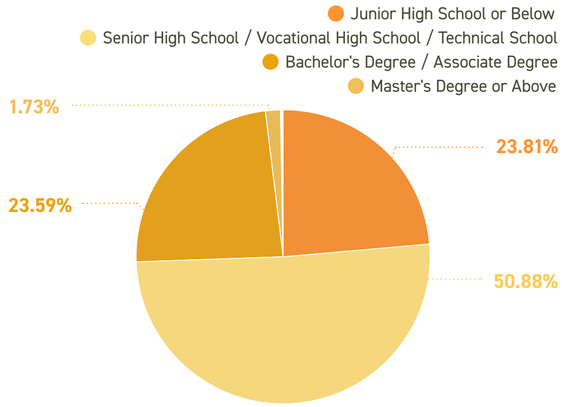
In 2025, Foxconn continued to expand its global footprint, strengthening local talent recruitment and development while also actively expanding its recruitment reach in the United States, Mexico, India, Vietnam, Europe, and Southeast Asia. Foxconn Technology Group continues to promote a diverse, equitable, and inclusive talent environment, supporting global operations, technological innovation, and organizational resilience through a diverse workforce structure. As of the end of 2025, the Group's workforce showed structural characteristics in gender, age, tenure, and education level that are consistent with its global footprint and industry characteristics.

In 2025, the average age of male and female employees in the Group was 34.26 and 34.25 years, respectively, with average tenures of 6.85 and 5.99 years, respectively. In terms of education level, taking female employees as an example, 50.88% held a senior high/vocational school education, 23.59% each held junior high school or below, and a bachelor's/college degree, and 1.73% held a master's degree or above, reflecting the Group's workforce deployment needs across both manufacturing execution and professional/technical talent. Overall, colleagues with a senior high/vocational school education form an important foundation of the global precision manufacturing system, while professional talent with a bachelor's degree or above provides key support to the Group in technology, engineering, R&D, management, and operations.

Percentage of Male Employees by Education Level



Percentage of Female Employees by Education Level

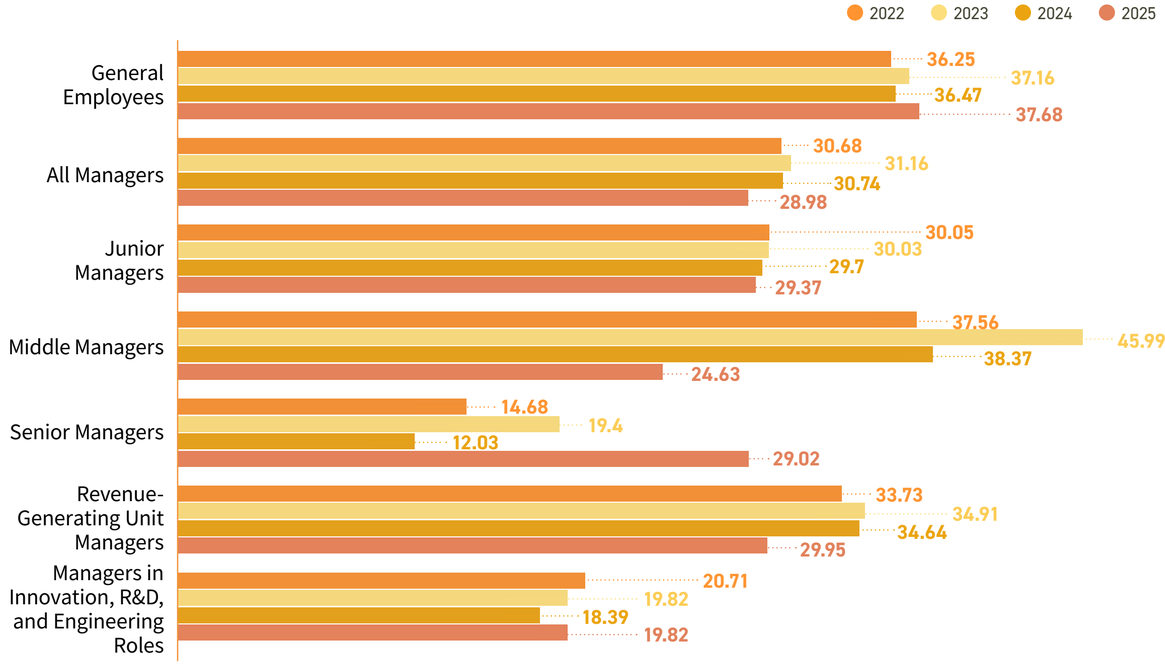


Gender Diversity

In terms of gender diversity, the Group continues to promote gender equality and an inclusive workplace culture. In 2025, the proportion of women in the general workforce rose to 37.68%, up from the previous year, indicating that women's participation in the overall workforce continues to grow steadily. In management, the proportion of female managers was 28.98%, with the proportion of women among senior managers rising markedly from 12.03% in 2024 to 29.02% in 2025, reflecting gradual progress in developing and promoting female leadership talent. Going forward, the Group will continue to further increase women's participation in key management and professional positions through diverse recruitment, career development, and leadership development mechanisms.

In this regard, the Group has made increasing the development and representation of female management talent an important talent development direction, and continues to strengthen its support system for female talent through diverse recruitment, career development, manager development, and promotion mechanisms, gradually promoting a more balanced and diverse talent pipeline and leadership team to strengthen organizational innovation capability and sustainable competitiveness.

Proportion of Women by Employee and Management Level



Gender Pay Ratio

Foxconn continues to closely monitor the gender pay structure at each job level, using regular data reviews as an important reference for optimizing compensation management and promoting an inclusive workplace. 2025 data show that, on a base-salary-only basis, the ratio of average female to male pay was 0.88 for senior management, 0.80 for management, and 0.77 for non-management levels, showing that the gender pay gap in fixed compensation at each level has narrowed compared with the previous year. When other cash incentive bonuses are included, the corresponding ratios are 0.63, 0.71, and 0.63, indicating that the overall compensation composition across levels remains affected by differences in the reward structure.

Compared with 2024, the female pay ratio on a base-salary-only basis improved at every level in 2025: executive level rose from 0.80 to 0.88, management from 0.71 to 0.80, and non-management from 0.67 to 0.77, demonstrating the Group's ongoing progress in refining its fixed compensation structure. When other cash incentive bonuses are included in the calculation, the female pay ratio changed compared with the previous year, showing that variable compensation items remain an important factor affecting the overall gender pay ratio. Overall, the gender pay ratio for fixed compensation showed a positive improving trend in 2025, and the Group will continue to review its overall reward system, steadily advancing a fairer and more inclusive compensation management mechanism.

Gender Pay Indicators

Employee Level	Average Female Pay	Average Male Pay
Executive Level t (Base Salary Only)	0.88	1
Executive Level (Base Salary + Other Cash Incentive Bonuses)	0.63	1
Management (Base Salary Only)	0.8	1
Management (Base Salary + Other Cash Incentive Bonuses)	0.71	1
Non-Management (Base Salary Only)	0.77	1
Non-Management (Base Salary + Other Cash Incentive Bonuses)	0.63	1



CASE STUDY — Diversity & Inclusion in Practice

CASE STUDY: Devanahalli, India — A Women-Led Smart Manufacturing Site

As a supporting case of the Group's expansion of diversity & inclusion in India: the Group continues to expand local investment and employment in India, with equality and non-discrimination at the core of its hiring practices. The iPhone assembly site at Devanahalli (Karnataka), on the outskirts of Bangalore, grew rapidly over 9 months, becoming an important example of the Group's implementation of women's empowerment and of diversity, equity, and inclusion.

Data Highlights

2025 Program: AI Capability Leap Program

New Hires (9 Months)	Female Employees	Full Employment Capacity (2026)	Female Employee Turnover Rate
~30,000	~80 %	50,000	9.24 %

Women's Empowerment and a Friendly Workplace

Most female employees are aged 19–24 and are entering the formal workforce for the first time. We provide women's dormitories 9,952 beds, of which 8,851 are currently occupied, with additional facilities under construction, transportation, and safety facilities, and through Prevention of Sexual Harassment (POSH) training, coverage has reached 98%; an Internal Complaints Committee (ICC, 10 members) has been established to protect employee rights. The female turnover rate is 9.24% (retention rate: 90.76%), which is better than the overall average.

Employee Care and Community Outcomes

In 2025, the India site advanced a number of employee care and community welfare initiatives (excerpt):

- Annual health camps for 2,909 people; cancer prevention outreach for 400 people;
- Stationery donations to 185 schoolchildren (7 villages); community volunteer service by 132 people;
- Prevention of Sexual Harassment (POSH) training covering 98% of all employees.



Workplace-dignity & empowerment training (POSH · I'M POSSIBLE)



Safe women's commuter buses · 24H female security (FXCN Chennai)



Cultural celebration · employee talent show



Recreation & sports · promoting well-being



Park amenities · convenience store



Recruitment ad sample (no gender/marital restriction)

Employment and Support for People with Disabilities

Foxconn values the employment rights of people with disabilities and provides an accessible work environment and reasonable accommodations. In 2025, Foxconn employed 4,280 employees with disabilities. We continue to optimize accessible facilities, provide assistive device support, and adjust job content and hours to ensure that employees with disabilities can work with confidence and make full use of their strengths.

In addition, Foxconn collaborates with multiple employment service agencies for people with disabilities to provide internship and employment opportunities, and enhances colleagues' understanding and respect for people with disabilities through internal advocacy activities, jointly building a friendly and inclusive workplace environment.

Group Disability Inclusion Index Program

Group Disability Inclusion Index Program

Centered on the "Disability Inclusion Index," the program combines accessible environment improvements, vocational training, and supply chain expansion to advance diversity, equity, and inclusion and foster a more inclusive culture.

2025 Key Results

- Pain assessment questionnaires: **1,314**
- Built **AI fatigue assessment analysis tool**
- Ergonomic risk positions were improved: **37**
- Potential ergonomic risk positions where E-LINK assessment and training were introduced: **7**
- Accessible courses: **29**
- Thematic training sessions for employees with disabilities: **25**
- Cumulative learner visits: **416,000**
- "Learning Stars": **24**
- People obtained specialized vocational competency certificates: **40**
- Person-times of mental health thematic training: **1,312**
- Person-times of psychological counseling services: **375**
- Person-times of participation in inclusion learning activities: **Over 1.6 million**

Core Actions

1) Building an Accessible, Safe, and Friendly Work/Living Environment.

Completed 1,314 ergonomic pain assessment questionnaires, and built an AI-based fatigue assessment analysis tool, improving 37 ergonomic risk positions; introduced the E-LINK comprehensive functional rehabilitation assessment and motor control training tool at 7 potential ergonomic risk positions, conducting smart assessment and training of joint range of motion. In parallel, assessed and introduced assistive facilities for work and living (anti-fatigue mats, sit-stand chairs, sound-light conversion devices, emergency alarms, etc.) and accessible dormitory facilities (flashing doorbells, emergency call buttons), thereby improving employees' work experience and quality of life.

2) Supporting Competency Development and Career Transition Through Learning and Certification.

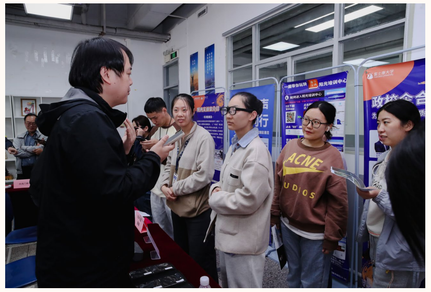
Developed 29 accessible courses tailored to the characteristics of employees with disabilities, introducing experiential learning via online platforms and offline training labs; in 2025, held 25 thematic training sessions, with cumulative participation of 416,000 person-times, developing 24 "Learning Stars" and helping 40 people obtain specialized vocational competency certificates. Also established a position-fit assessment system, using bidirectional "person-to-position/position-to-person" assessment to support recruitment and placement, and has developed more than 3,000 job positions suitable for people with disabilities; also built the "Sunshine Training Center" online platform and training labs to expand training accessibility.

3) Advancing an Inclusive Culture and Extending It to the Supply Chain.

Advanced inclusive learning activities at key moments, with cumulative participation exceeding 1.6 million participant-attendances, and cultivated 62 "Inclusion Ambassadors." On the supply chain side, we published the Supplier Disability Inclusion Initiative and the Supply Chain Disability Inclusion Assessment Questionnaire, and held the first "Disability Inclusion Learning Practice Sharing Exchange Session" and "Smart Assistive Device Experience" activities, inviting multiple stakeholders to jointly participate. In terms of international benchmarking, aligned with the Disability Index® published by Disability:IN and AAPD, and in 2025 received the Brandon Hall HCM Excellence Award Gold Award for "Diversity, Equity and Inclusion – Best Advance in AI-enabled DEIB."



Inclusion Ambassador Training Activities



Smart Assistive Device Experience Activities

Position-Fit Assessment System and Standardization

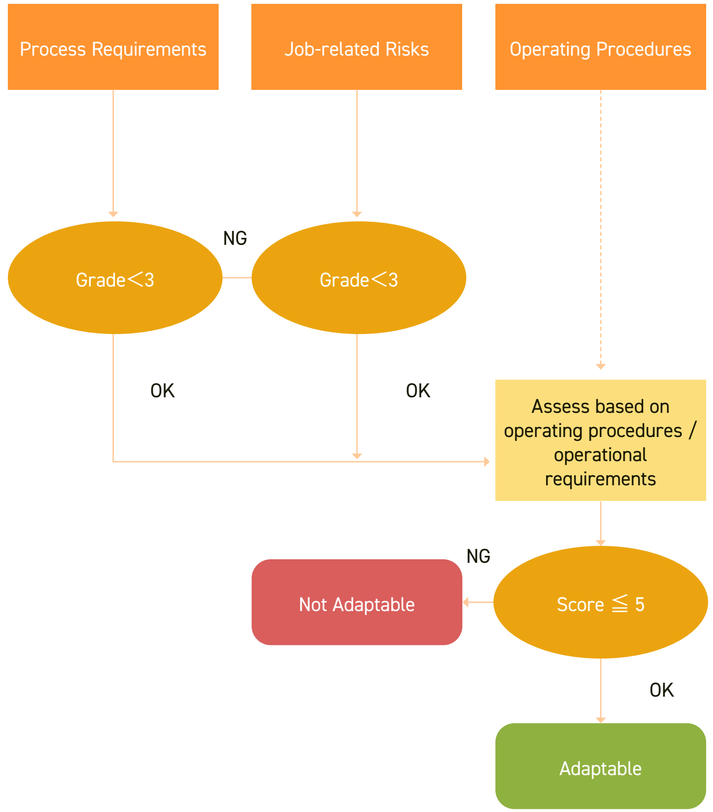
Workstation Factor Analysis



Workstation Grading Standards

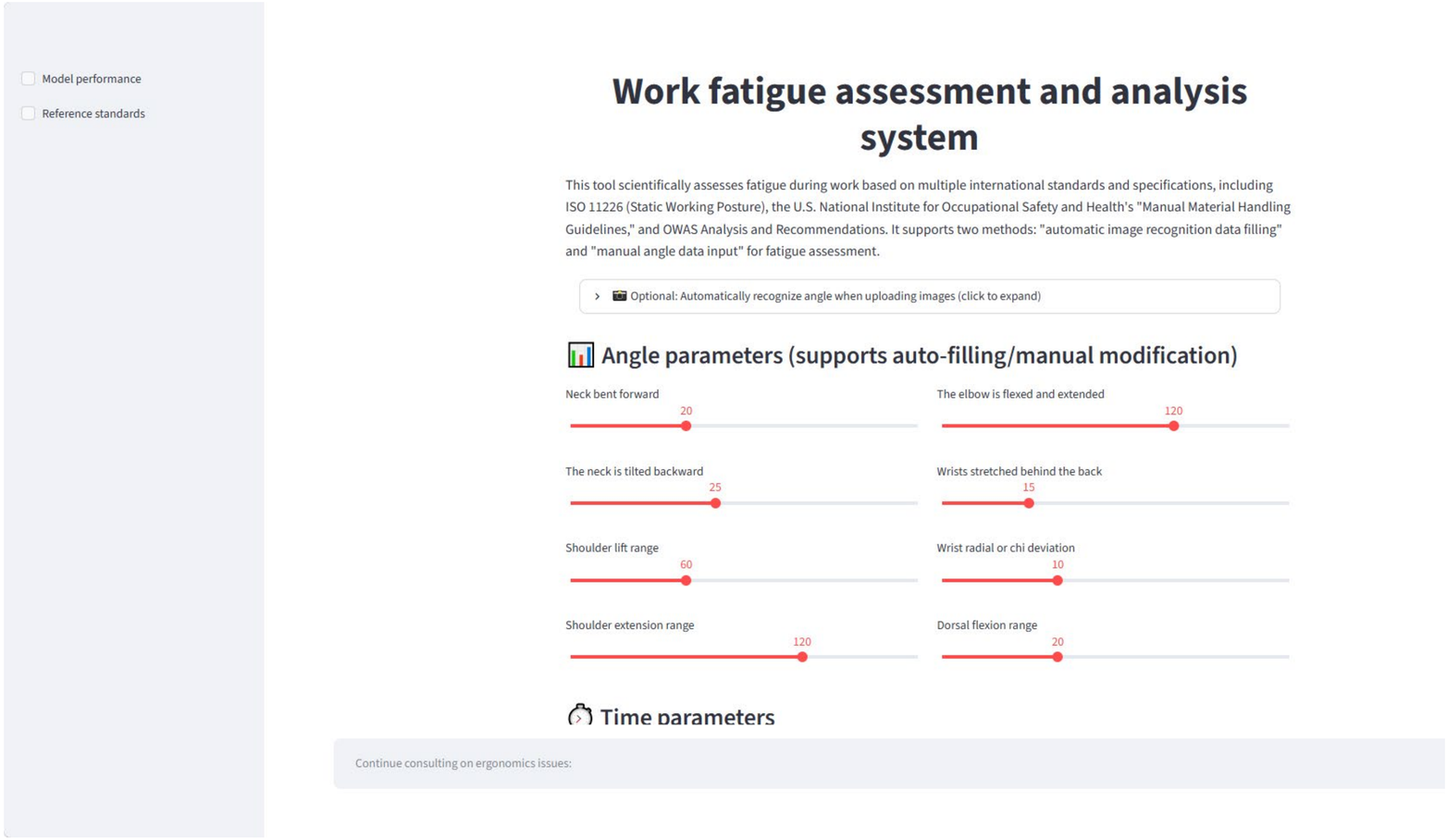
Assessment Items / Grade	Labor Intensity	Operation Complexity	Job-related Risks	Environmental Risks	Vision Requirements	Hearing and Speech Requirements	Upper Limb Requirements	Lower Limb Requirements	Spine Requirements	Height Requirements
1	Mild	Low	No Risk	Average	Average	No Requirement	One-handed operation	Sitting	No Requirement	No Requirement
2	Average	Medium	Ergonomic Risk	High Temperature	Inspection	Listening	Two-handed operation	Pedaling	Turning	Above 1.3M
3	Strong	High	Mechanical Risk	Dust	Verification	Talking	Two-handed forceful operation	Standing	Bending	-
4	Extreme	-	-	-	-	-	-	Walking	-	-

Workstation Assessment Process



Note. Score SUM (Evaluation grade value ÷ Evaluation grade × Weight score)

Work Fatigue Assessment and Analysis System





Labor Relations

Upholding the principles of respecting labor rights, promoting labor-management communication, and building a harmonious workplace, Foxconn continues to improve its labor-management meetings, union and employee representative systems, and employee opinion feedback and grievance channels, ensuring that employees can express their opinions and obtain necessary information and communication opportunities during changes in corporate operations.

Labor-Management Communication and Employee Participation

Foxconn is committed to maintaining open, transparent, and constructive labor relations, promoting dialogue and negotiation between management and employees through diverse communication mechanisms.

Regular Dialogue Meetings

Based on the local regulations and practical needs of each operating site, the Group regularly convenes labor management meetings, union negotiations, employee representative meetings, and departmental forums. In 2025, campuses in Mainland China held a total of 14 labor management meetings, covering 199 consolidated legal entities, and discussing topics including compensation and benefits, working conditions, occupational health and safety, and other matters of concern to colleagues.



Grievance Mechanisms and Handling Status

To maintain smooth communication channels, the Group has established various employee grievance mechanisms, including an employee opinion mailbox, a 24-hour grievance hotline, an anonymous online platform (such as the "BelieveApp"), and a manager interview mechanism. All grievance cases are accepted and handled by the relevant units in accordance with procedures, and the grievance process follows the principle of confidentiality.

Stakeholder	Communication and Grievance Channels
Employees	Communicate and provide feedback through diverse channels such as labor-management meetings, employee forums, internal opinion platforms, the employee portal, grievance hotlines/mailboxes, and anonymous reporting mechanisms.
Customers	Collect opinions and respond to needs through customer service hotlines, customer satisfaction surveys, and feedback and complaint management procedures.
Shareholders/ Investors	Communicate through shareholders' meetings, investor conferences, investor meetings/forums, and the investor relations department.
Suppliers/ Contractors	Communicate and manage through the Supplier ESG Management Platform, the supplier annual conference, and third-party audits.
Government Agencies	Communicate through official correspondence, email, telephone, and policy seminars.
Non-Governmental Organizations (NGOs)	Exchange through issue collaboration projects, international ESG forums, and Sustainability Committee dialogue meetings.
Media	Communicate through the press release distribution system, press conferences, and media interviews.

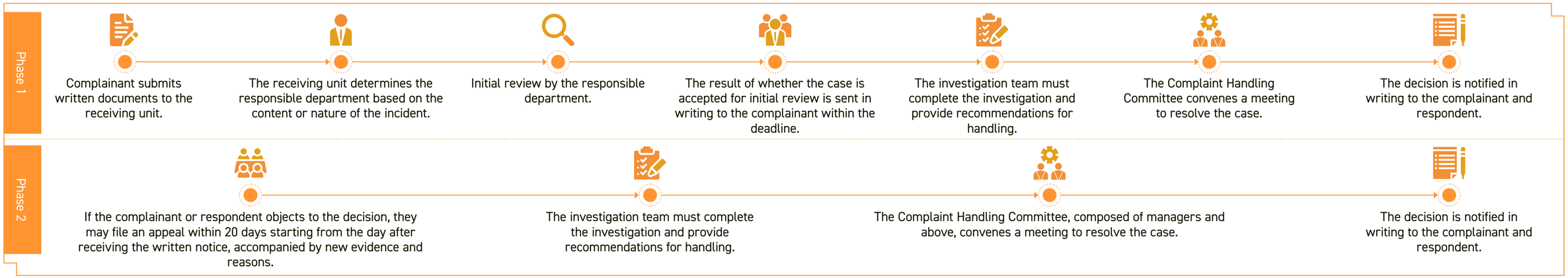
In 2025, a total of 4,167 employee grievance cases were received in Taiwan and mainland China, with a 100% response rate and 100% case closure rate. All grievance cases are handled by dedicated units, with the grievance process kept strictly confidential to ensure that complainants do not face retaliation. All grievance cases are handled by dedicated units according to standard operating procedures; we commit to completing case assignment within 2 working days and an initial response within 3 working days.

Channel Category	Communication/Grievance Topics	Total Number of Cases
General communication channels (mailbox, e-communication, general employee relations consultation, etc.)	Work management, system awareness, interpersonal interaction, and other related topics	4,119
Serious grievance channels (labor-management meetings, sexual harassment/bullying grievances, independent reporting, etc.)	Labor-management negotiation, sexual harassment prevention, integrity management violations, and other major topics	48
Total		4,167

The following infographic illustrates the Company's communication and grievance channels, the relevant responsible units, and the grievance case handling process.



Employee Grievance Handling Process



Labor Practice Management

To implement the protection of labor rights, Foxconn has established a labor practice management mechanism covering the following dimensions:

- **Ensuring employee salary levels meet local regulations, cost-of-living estimates, or relevant benchmarks**: Foxconn regularly participates in salary surveys, collects cost-of-living data for each operating site, and references international living wage benchmarks, ensuring that employee salary levels are sufficient to support basic living needs.
- **Monitoring employee working hours and incorporating an overtime management mechanism**: Foxconn has established a globally unified working hour management system that monitors employee attendance, working hours, and overtime in real time. The system sets up a multi-tiered early warning mechanism that automatically notifies managers and HR units for intervention when employee working hours approach the limit.
- **Ensuring employees receive overtime pay in accordance with the law**: Foxconn strictly follows the labor regulations of each operating site, ensuring that all overtime hours are paid overtime or compensated with time off in accordance with the law. The salary system is integrated with the working hour system, automatically calculating overtime pay and faithfully disbursing it in the monthly salary, ensuring that employee rights are not compromised.
- **Regularly communicating and negotiating with employee representatives on working conditions**: Foxconn has established diverse labor-management communication channels, including labor-management meetings, employee representative assemblies, union negotiations, and departmental forums. Through regular dialogue, management can understand employees' needs and concerns and conduct effective communication and negotiation on specific issues.
- **Regularly reviewing the gender pay gap to achieve equal pay for equal work regardless of gender**: Foxconn conducts an annual gender pay gap analysis, reviewing the male-to-female salary ratio across each position level and function, and taking improvement measures for unreasonable differences.
- **Expanding social security measures for employees beyond government statutory systems**: In addition to providing relevant insurance in accordance with the law, Foxconn also provides support measures such as supplementary medical insurance, group insurance, corporate pensions or stock ownership trust plans, Employee Assistance Programs (EAP), and emergency relief funds.
- **Ensuring employees enjoy their paid annual leave entitlements**: Foxconn has established a comprehensive leave and attendance management system, regularly reminding employees to use their annual leave and setting manager performance indicators to encourage managers to support employee leave. For employees who do not use up their annual leave, the Company pays wages for unused leave in accordance with the law, ensuring employee rights.
- **Providing education and training or skills retraining to mitigate the adverse impacts of industry or climate transition**: In the face of challenges such as industry digital transformation and climate change, Foxconn continues to provide training resources related to AI, automation, and green manufacturing, helping employees enhance their competencies and respond to future transition needs.

Unions and Labor-Management Meetings

Foxconn strictly complies with local labor laws and is committed to maintaining harmonious and stable labor relations. We have established open two-way communication channels and hold regular labor-management meetings. For major operational changes that could affect employee rights, we strictly comply with the minimum notice periods required by local regulations (for example, 10 to 30 days in advance as required by law in Taiwan, and 30 days in advance in mainland China). In 2024 and 2025, no strikes or major work stoppages occurred at any of the Group's sites worldwide.

Foxconn values collective communication and labor-management negotiation mechanisms, and respects employees' right to participate in unions and related representative organizations in accordance with the law. In 2025, 507,498 employees across the Group were covered by unions, while 474,091 employees were covered by collective agreements. The fact that more employees were covered by unions than by collective agreements reflects the diverse and representative labor-management dialogue mechanisms established across the Group's operating sites, including unions, collective agreements, and other employee communication channels. Foxconn respects and protects employees' right to freedom of association. In regions without legal restrictions, employees have the right to freely join or form unions. Through a regular risk assessment mechanism, we proactively identify risks our own operating sites and suppliers may face regarding freedom of association, ensuring that no union activity is suppressed.

Global Unions and Operational Notice Periods

lobal Site	Percentage of Employees Covered by Unions (%)	Explanation of Minimum Notice Period for Operational Changes
Mainland China	100%	Rules, regulations, and major decisions involving the vital interests of employees are communicated to employees through public announcements and other formats, with a public announcement period of five working days, and are reviewed and approved by the employee representative assembly. Collective contracts have been signed with 100% coverage; collective contracts have stipulated relevant terms, and rules, regulations, and major decisions involving the vital interests of employees are communicated to employees through public announcements and other formats.
Vietnam	100%	Collective labor agreements have been signed with grassroots unions (i.e., worker representative organizations) in accordance with the relevant provisions of Vietnam's Labor Code 2019.
Mexico	100%	Relevant changes are managed annually during the collective bargaining agreement review period; proposed changes must first be notified to union representatives and may only be implemented after being approved by vote.
Brazil	100%	All agreements may affect or benefit all employees, and the negotiation of relevant agreements covers all applicable personnel, including IDL (managers, supervisors, etc.). Generally, agreements that may affect employees must take effect after 30 days, or employees must be notified in advance.
Czech Republic	100%	If shift arrangement changes are involved, notice must be given at least 14 days in advance; if it is an organizational change, it must be handled in accordance with relevant Czech regulations such as the Employee Guide and communicated with the union. If layoffs involving a larger number of people are involved, the labor office must also be notified simultaneously.
Other Regions	Regions where union establishment is not mandatory	Handled in accordance with local labor regulations to ensure legal compliance.

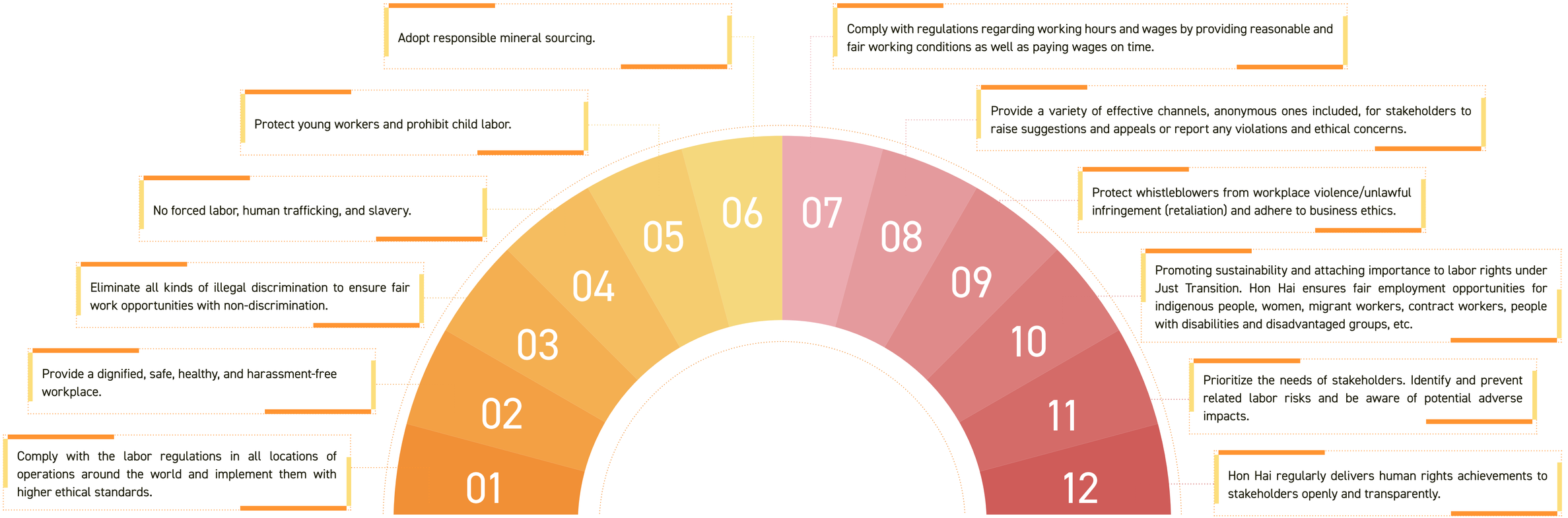
Human Rights Management

Policy and Commitment

Foxconn's human rights policy declares its support for and compliance with international labor and human rights norms and authoritative global standards, including: the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, and the Responsible Business Alliance Code of Conduct.

Foxconn's human rights policy clearly describes that its scope of application covers all of the Company's stakeholders, including the Company itself, employees, the supply chain, contractors, partners, and joint ventures, and clearly expounds and explains the content of its human rights commitments and related management principles.

Foxconn's human rights commitments cover the following core dimensions



Discrimination and Harassment

The Group adopts a "zero tolerance" attitude toward any form of workplace discrimination and harassment (including sexual harassment and verbal abuse). All new and current employees must complete Code of Conduct and anti-harassment training

Forced or Compulsory Labor and Child Labor

Foxconn strictly prohibits the use of child labor and rejects any form of forced labor. We follow the "zero-fee recruitment" principle, under which employees do not pay any recruitment fees to obtain employment. For labor dispatch and migrant worker management, we implement:

- **Employee Custody of Personal Documents**: Strictly prohibiting the withholding of employees' identity documents, passports, or bank cards.
- **Freedom to resign**: Employees have the right to freely terminate their labor contracts, provided they comply with the statutory notice period, without wage deductions.
- **Preventing the Transfer of Employer Obligations**:Ensuring equal pay for equal work and providing dispatched employees with basic benefits and safety protections equivalent to those of regular employees.

Human Rights Management Process

To ensure the human rights policy is effectively implemented across global operating sites, Foxconn has established a Human Rights Due Diligence (HRDD) management cycle, following the UN Guiding Principles on Business and Human Rights to establish a systematic human rights management mechanism.

Step 1: Policy Commitment and Governance

Formulate and periodically review relevant regulations such as the Code of Conduct (CoC), Standards of Responsibility, and Chapter on Employee Human Rights to commit to respecting human rights. From corporate commitment and governance to daily operations, strive to prevent adverse human rights impacts.

Step 2: Identification and Risk Assessment of Human Rights Issues

Refer to global standards, including the UN Guiding Principles on Business and Human Rights (UNGPs), the EU Corporate Sustainability Due Diligence Directive (CSDDD), OECD Guidelines, and ILO Conventions, as well as relevant industry standards. Identify high-risk areas and vulnerable groups, such as direct employees, dispatched personnel, and female employees. Consolidate questionnaire, audit, and interview findings to adjust risk prioritization and optimize management measures.

Step 3: Prevention, Mitigation, and Ceasing Measures

Review management documentation and implementation status to confirm that measures are effectively implemented, with priority given to prevention. Where adverse impacts occur, take action to cease or mitigate them, and periodically assess whether the measures remain appropriate.

Step 4: Remediation Measures and Grievance Mechanism Review

Propose remediation measures for adverse impacts that have already occurred. Periodically review the design and operational effectiveness of grievance mechanisms, strengthen employee awareness of grievance channels, and provide relevant training.

Step 5: Communication and Disclosure

In accordance with international standards, periodically disclose the Human Rights Due Diligence process, findings, measures taken, and risk-tracking progress to internal and external stakeholders."

Human Rights Management Structure

Foxconn has established a three-tier human rights management structure, ensuring human rights issues are addressed throughout the entire operational process:

Adhere to international human rights standards and establish a robust policy and governance framework

Group-Level Management

- Conduct periodic risk identification, audits, and information disclosure
- Continuously optimize management measures through cross-departmental collaboration
- Demonstrate corporate social responsibility and sustainability commitments

Employee-Level Management

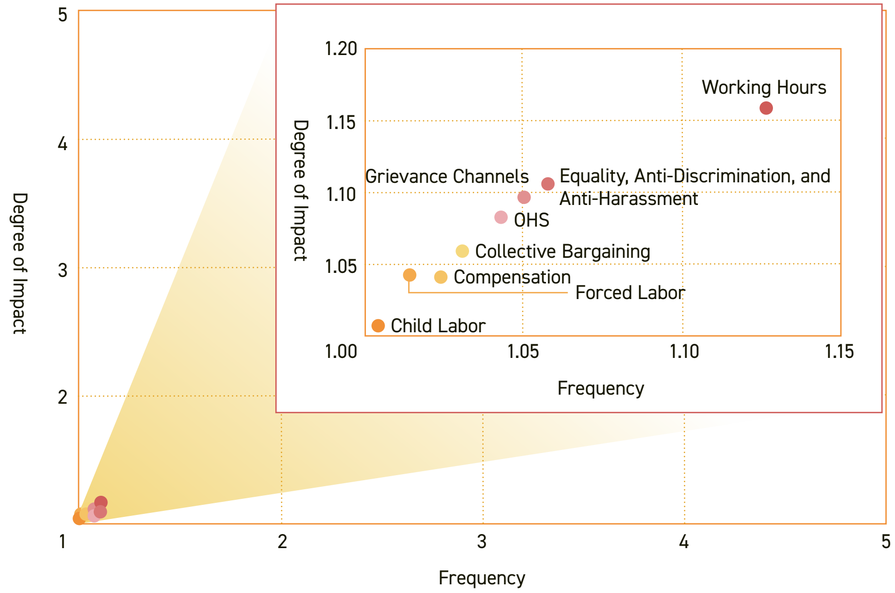
- Establish management systems for working hours, compensation, occupational health and safety, equality, and grievances for indirect, direct, dispatched, and female employees
- Provide diverse communication and grievance channels, and strengthening psychological support and education and training
- Ensure employee rights are respected and protected, fostering a safe and inclusive workplace

Supplier-Level Management

- Advance education and training, tiered management, and reward-and-penalty mechanisms
- Suppliers are required to sign the Code of Conduct and undergo RBA VAP audits and performance scoring
- Strengthen supply chain compliance and risk control, ensuring that suppliers jointly comply with human rights and labor standards

Human Rights Due Diligence Outcomes

Overall Employee Human Rights Risk: Analysis of human rights risks for all employees indicates that both frequency and degree of impact are in the low-risk category. However, issues requiring continuous attention include: reasonable work arrangements, mental and physical stress at work, grievance channels provided by the company, consecutive working days and hours, workplace safety protection, and adverse treatment at work.



For the results of direct employees, indirect employees, and dispatched workers, please refer to the 2025 Human Rights Due Diligence Report



RBA VAP Third-Party Audit Results

Foxconn continues to conduct third-party independent audits through the Responsible Business Alliance (RBA) Validated Assessment Program (VAP), ensuring that operations comply with international labor and human rights standards. As of 2025, Foxconn has completed 85 audits at 65 campuses worldwide, with 9 Group-level third-party audits covering Mainland China, Vietnam, India, Mexico, and Brazil. The RBA VAP audit outcomes for these 9 key manufacturing sites are as follows

RBA VAP Verification Status at 9 Key Manufacturing Sites (as of 2025)

Campus Location	Audited Campus	Audit Institution	Audit Date	Status	Score Change
Zhengzhou, Henan, China	Hong Fu Jin Precision Electronics (Zhengzhou) Ltd.	Intertek	November 24-28	CAP	+9.3
Kanchipuram district, Tamil Nadu, India	Foxconn Foxconn Technology India Mega Development Pvt Ltd.	BSI	December 15-19	CAP	+15.3
Chengdu, Sichuan, China	Hongfujin Precision Electronics (Chengdu) Co., Ltd.	Intertek	December 2-5	Silver/CAP	+46.2
Zhengzhou, Henan, China	Fulian Yuzhan Technology (Henan) Co., Ltd.	Intertek	December 16-19	Silver/CAP	+12.5
Yantai, Shandong, China	Hong Fu Jin Precision Electrons (Yantai) Co., Ltd.	Intertek	December 22-25	Silver/CAP	**
Bangalore, Karnataka, India	Foxconn Foxconn Technology India Mega Development Pvt Ltd.	BSI	December 8-12	CAP	**
Chihuahua, Mexico	FIH Mexico Industry S.A. DE C.V.	VeLaR INTL SAS	January 26-28	Silver/CAP	+39.9
Haiphong, Vietnam	FIT-Voltaira Viet Nam Limited Liability Company	Eurofins Assurance Hong Kong Limited	December 22-25	CAP	**
Jundiaí, SP, Brazil	Foxconn Brasil Industria e Comercio LTDA	VeLaR INTL SAS	December 15-18	Platinum	**

Status Explanation

- **CAP**: The campus is actively advancing the RBA corrective action process in accordance with the standard VAP methodology.
- **Silver**: Recognized for achieving a score of 160+/200.
- **Platinum**: Recognized for achieving a score of 200/200.
- **""**: Indicates an initial first-time audit.

Audit Outcome Summary

- **Total audited campuses**: 9
- **Achieved Platinum**: 1 campus (Brazil)
- **Achieved Silver**: 4 campuses (Chengdu, Zhengzhou Fulian, Yantai, Mexico)
- **CAP status**: 8 campuses in continuous improvement
- **First-time audits**: 4 campuses (Yantai, Bangalore India, Vietnam, Brazil)
- **Most significant score improvement**: Chengdu campus (+46.2 points), Mexico campus (+39.9 points)

Criteria Item	Priority	Major	Minor	Conformant	Total Items	Conformance Rate
Labor	0	29	11	207	247	83.80%
Health and Safety	0	20	4	186	210	88.60%
Environment	0	9	1	143	153	93.50%
Ethics	0	2	3	139	144	96.50%
Supply Chain	0	5	0	57	62	91.90%
Total (9 Sites)	0	66	18	732	816	89.70%

Note. For detailed human rights due diligence methodology, risk assessment results, and management measures, please refer to Foxconn's 2025 Human Rights Due Diligence Report.

Human Rights Mitigation and Remediation Measures

Foxconn has established a comprehensive human rights grievance and remediation mechanism, ensuring that when a human rights violation occurs, affected parties can receive a timely and effective remedy.

Comprehensive Human Rights Management Mechanism

Foxconn is committed to building an open two-way communication mechanism, responding to employee needs in real time through diverse channels to promote labor-management harmony:

- **Internal Website and App**: Publishing important information in real time, helping employees stay informed of Company developments
- **Labor-Management Meetings**: Held quarterly, systematically coordinating labor relations and preventing issues
- **Dedicated Feedback and Grievance Channels**: Established by job category, regularly reviewed by dedicated personnel to ensure a smooth feedback process
- **Employee Forums and Satisfaction Surveys**: Held on an ad hoc basis, covering benefits, human resources, dining environment, and activity preferences
- **Employee Sustainable Engagement Survey**: Commissioned to an external professional consultant on a regular basis, conducted once every two years, and continuously improved through a PDCA cycle

Remediation Measures

The Group implements comprehensive mitigation measures to address human rights risks in accordance with industry best practices, international labor standards, and regular risk assessments and audits; provides human rights policy training to employees and suppliers; establishes grievance and employee communication channels; and maintains dialogue and conducts on-site visits with stakeholders to enhance transparency. These efforts focus on three areas: "systems, communication, and oversight":

Systems

Publishing and implementing the Code of Conduct, Responsibility Standards, and Human Rights Chapter, establishing labor management policies and procedures covering key human rights issues, ensuring regulatory compliance and protecting employee rights, and ensuring stable and sustainable employment.

Communication

Strengthening awareness across all employees through digital, multilingual mandatory courses on human rights, CSR, and the Code of Conduct, establishing comprehensive grievance channels and regular employee interviews, and reporting employment conditions to the Group on a regular basis; externally, communicating with investors and ESG institutions and arranging site visits.

Oversight

Jointly monitoring and auditing policy implementation by the Group, unions, and customers; designating responsible managers for issues such as anti-discrimination, anti-harassment, child labor, forced labor, and working conditions, implementing targeted measures and continuous improvement to ensure employee rights are effectively protected.

For information on the mitigation and remediation measures for employee human rights issues at Foxconn Group, please refer to the 2025 Human Rights Due Diligence Report

Global Employee Human Rights Education and Training

Foxconn has established a systematic human rights education mechanism across its global operating regions, designing courses covering anti-corruption, the Code of Conduct (CoC), fair treatment, prevention of sexual harassment and workplace misconduct, and a culture of safety and occupational health, based on the regulatory requirements, operational characteristics, and risk profile of each jurisdiction, delivered through annual training, onboarding training, and self-directed learning.

2025 Social Dimension Education and Training Outcomes

Courses offered
4,946 sessions

Participation
13.39 million person-times

Topics covered
labor rights, diversity and inclusion, community engagement

Anti-Corruption and Code of Conduct Training. Foxconn has implemented anti-corruption and Code of Conduct (CoC) training requirements across its global operations, ensuring employees fully grasp core principles such as integrity, anti-fraud, conflict-of-interest management, and business ethics through an institutionalized management framework that combines annual mandatory courses, online learning, and local regulations.

Through course design that combines regulatory obligations with international norms, Foxconn continues to strengthen employees' human rights awareness and responsibility, embedding human rights protection into management processes and corporate culture through implementation in daily work settings, ensuring that employees everywhere have the ability to identify risk, avoid violations, and comply with policy, further supporting the Company's long-term commitment to human rights due diligence and sustainable governance.

External Media Reports on Controversies and Our Response

External Media Report (Allegation)	Foxconn Verification & Official/Third-Party Verified Facts (Verified Fact)	Key Supporting Indicators (Key Indicator)
Event 1: Mainland China sites are alleged to over-rely on temporary workers with poor working conditions, criticized as potentially violating national labor law working conditions.	Dispatch workers receive equal pay for equal work, with rights no lower than those of regular employees and in compliance with RBA standards; hours are aligned with the RBA 60-hour weekly cap (incl. overtime), with overtime 100% voluntary and a proactive early-warning mechanism; priority hiring of regular employees and a gradually increasing direct-hire ratio.	In 2025, 9 sites completed RBA VAP; zero Priority findings; labor-dimension conformance 82.0%→83.8%; dispatch-worker grievance resolution 100%.
Event 2: The Indian government is investigating a Tamil Nadu factory over alleged discrimination against married women in hiring; local labor authorities were asked to re-investigate.	Marital/gender discrimination strictly prohibited; married women are welcome to work wearing traditional metal ornaments, and all workshops are fully open except a few controlled areas such as NPI; field interviews of 60+ married women by local labor authorities/DISH found no discrimination.	Chennai women ~80%; married women as a share of all female employees 6.7%(2024/07)→10.8%(2025); female managers/supervisors 58.7%.

Event 1 Mainland China sites are alleged to over-rely on temporary workers with poor working conditions, criticized as potentially violating national labor law working conditions

Background Recurring reports over the years by China Labor Watch (CLW) concerning the Company's operations in mainland China.

2025 Media Reports

In September 2025, Bloomberg reported that the New York-based NGO China Labor Watch (CLW) alleged that Foxconn's Zhengzhou site used temporary workers accounting for over 50% of its workforce — about "five times the statutory limit under Chinese law." CLW also claimed that Foxconn's pay structure left temporary workers without overtime pay for several weeks. The reported violations were said to have created an environment of pressure and intimidation while the company prepared for the latest iPhone launch. Bloomberg reported that Apple stated it "is firmly committed to the highest standards of labor, human rights, environmental and ethical conduct," and that it conducts regular third-party audits whenever issues arise in its supply chain.

Company Position and Response

The Group respects and safeguards the labor human rights of every employee, and overtime is always voluntary. We follow the Group Code of Conduct, the Responsibility Standards, and the Employee Human Rights Chapter, and align with the Responsible Business Alliance (RBA) Code of Conduct, ILO core conventions, and the UN Guiding Principles on Business and Human Rights (UNGP), continuously strengthening the management of dispatch labor, working hours, and working conditions.

Concrete Results and Quantitative Data

- In 2025, 9 sites completed RBA VAP third-party audits (RBA VAP 8.0.2, interviewing 1,279 employees), with no Priority non-conformances; the labor dimension conformance rate rose to 83.8% (82.0% in 2024), with major non-conformances down 7 items year over year;
- All audit findings have been incorporated into formal Corrective Action Plans (CAPs) and closed through internal governance and regular follow-up oversight; the 5 sites that completed re-audits improved their average score by 19.1% compared with the previous audit, with the Zhengzhou site's labor dimension improving by 10%;
- The Zhengzhou campus's labor issue improvement plan comprises 27 items in total, of which 20 have been completed (as of June 2026), covering working hours and pay, occupational safety, living environment, grievances and unions, and the work environment;
- As of the end of 2025, a cumulative total of 85 VAP audits had been completed, covering 65 sites, with 6 Platinum certifications, demonstrating continuously strengthening labor human rights management capacity.

Controversy Comparison and Performance: 2024 vs 2025 (Zhengzhou Comprehensive Bonded Zone, RBA VAP)

Metric	2024	2025	Change / Note
Overall conformance	89.01%	91.21%	▲ +2.2 pp
Labor-dimension conformance (Group, 9 sites)	82.0%	83.8%	▲ +1.8 pp
Priority non-conformances	0	0	Maintained "zero Priority findings"
Major non-conformances	9	8	▼ Improving YoY
Minor non-conformances	1	0	▼ Improving YoY
Re-audit sites' average improvement	—	+19.1%	Group level (disclosed in official summary)

Source: the Group's 2025 Third-Party Audit Summary Report (publicly disclosed) and internal management statistics. Under RBA rules, a single site's raw VAP score (/200) is confidential (Internal use only), and the Group's public summary discloses only conformance rates and group-level data; therefore this table presents "conformance rate / improvement magnitude" for external use, with raw scores for internal reference only. The CAP finding-closure rate is being compiled and pending.

Management Systems and Improvement Measures

- **Dispatch labor management:** The Group's use of dispatch (temporary) labor fully complies with the RBA Code of Conduct's international standard of "equal pay for equal work; no lowering of working conditions due to dispatch status," and dispatch workers' pay and labor rights are no lower than those of regular employees. Manufacturing in mainland China commonly uses dispatch labor to meet seasonal capacity demands, and workers are also willing to take dispatch positions for flexible employment. On a lawful and compliant basis, the Group balances production operations with headcount-ratio compliance: prioritizing regular hiring, proactively inviting and selectively converting dispatch workers to regular status, easing peak-season labor pressure through cross-park deployment, and gradually raising the regular-employment ratio while reducing reliance on third-party dispatch; it also respects workers' autonomous choice of diverse work arrangements, continues to open dispatch positions for recruitment, and does not restrict workers' employment choices by headcount ratios;
- **Working-hour and overtime management**: We commit to the RBA Code of Conduct's working-hour standards — weekly hours (incl. overtime) not exceeding 60 hours in principle, at least one rest day every seven days, and overtime always voluntary; for peak season we have established tiered controls and weekly working-hour tracking, with reducing the annual average working hours and gradually lowering peak-season reliance on temporary labor as continuous-improvement goals;
- **Third-party audits (RBA VAP)**: Through the RBA Validated Assessment Program (VAP) and independent third-party audits, we systematically review the labor, health & safety, environmental, and ethics dimensions;
- **Grievance and labor–management communication:** We provide diverse, confidential grievance channels and, through the workers' congress, the union, and regular labor–management communication, safeguard employees' rights to expression and collective bargaining; in 2025, the dispatch-worker grievance resolution completion rate reached 100%.

Proactive Working-hour Early-warning Mechanism (Process Illustration)

Working-hour Cap (≤60h/week): Proactive Risk-Prevention Mechanism (early warning, not after-the-fact)

Target Setting
- Weekly work (incl. OT) ≤60h
- Full-year monthly-avg OT ≤60h
- ≥1 rest day per 7 days

Source Control
- Capacity scheduled to OT targets
- Support resources on demand
- 100% voluntary OT application

Real-time Monitoring
- Daily/weekly/monthly hours
- shown in real time
- Cumulative OT monitored live

⚠ Auto Early-Warning
- Warning-hour thresholds set Monthly
- cumulative auto-push
- Over-threshold units alerted

Improvement Measures
- Strict control of project OT
- Add production headcount Staggered rotation (run stagger)

Closed-loop Tracking
- Improvement plans to completion
- 100% closed-loop
- Park ESG / BU monthly review

Note 1 IT monitoring platform under development, go-live ~2026/09 | 100% transparent data, 100% closed-loop | 100% voluntary overtime

Note 2 Proactive early-warning and closed-loop control process for the overtime "60 hours per week" cap; the system automatically warns and intervenes before hours reach the cap, reflecting prevention in advance rather than after-the-fact reaction.

Continued Commitment

We will continue to deepen the advancement of RBA VAP, close each Corrective Action Plan (CAP) on schedule, optimize working hour management (aligning with the RBA principle of 60 hours per week and one day of rest every seven days) and dispatched labor policies, and strengthen stakeholder trust through transparent disclosure. For the relevant labor and human rights management systems, please refer to the "Human Rights Management" and "Labor Relations" chapters of the report.

Event 2: The Indian government is investigating a Tamil Nadu factory over alleged discrimination against married women in hiring; local labor authorities were asked to re-investigate

Background

Apple supplier Foxconn allegedly refused to hire married women in India for iPhone work. (Reuters)

2025 Media Reports

According to the Indian media outlet Deccan Herald (January 2025), following up on Reuters' June 2024 report, the National Human Rights Commission (NHRC) deemed the labor authorities' earlier investigation into Foxconn's India recruitment controversy inadequate and called for a re-examination. According to reports, the NHRC had in June asked central and Tamil Nadu officials to investigate the recruitment practices, prompted by a Reuters report that the plant allegedly excluded married women from iPhone assembly work. Labor officials visited the plant in July and reported that of 33,360 female employees about 6.7% were married, and separately interviewed 21 married women employees who said they had not experienced wage or promotion discrimination; however, the NHRC held that the investigation did not adequately examine recruitment documents nor directly address the core issue of "discrimination against married women in hiring," criticized the report as routine/perfunctory, and ordered a re-investigation.

Company Position and Response

The Group prohibits employment discrimination based on marital status, gender, religion, or any other form. The Group adopts an equal, non-discriminatory recruitment and employment policy, with competence and willingness as the sole criteria, and publicly reaffirms its continued employment of married women in India — women are an important part of the local workforce; the share of married women among all female employees at FXCN Chennai rose from 6.7% in the July 2024 official inspection to 10.8% at end-2025 (the Group's 2024 public statement also noted that about 25% of new female hires were married). The Group has never used marital status as a hiring threshold. Regarding the reports, the Group fully cooperated with independent inspections at multiple levels: in July 2024 the Labour Commissionerate interviewed 21 married women employees on-site, and in December 2024 the specialized Directorate of Industrial Safety and Health (DISH) independently interviewed 39 married women employees with a larger sample — across the two rounds, 60+ married women employees were interviewed and no evidence of discrimination was found; the Group also continues to cooperate with the follow-up review directed by the NHRC, responding to concerns with transparency and cooperation.

Supporting Evidence (Third-Party Audit)

- **Audit verification**: 2025 RBA VAP labor-dimension conformance improved versus the previous audit (FXCN Chennai labor-dimension conformance 88%, overall conformance 85%, labor dimension +8% vs previous); all findings were incorporated into Corrective Action Plans (CAP) for continuous improvement, and labor-related items (working hours, rest days) have been completed.
- **Group level**: As of end-2025, a cumulative 85 VAP audits covering 65 sites were completed, with 6 Platinum recognitions. See Foxconn's website: 2025 Third-Party Audit Summary Report.

Management Measures and Results

Centered on "continuous strengthening of implementation," supported by actual evidence from FXCN Chennai.

- **Non-discriminatory recruitment policy**: Strengthened implementation of the Management of Third Party Employment Agency (TPEA, QP-HR-0011) and reaffirmation of the Human Resource Management System — Procedure for Anti-Discrimination (QP-HR-0049, 2024-05-11), which expressly prohibit discrimination based on marital status, gender, age, pregnancy, etc., and are continuously enforced throughout the recruitment process.
- **Agency management and advertising control (staged, continuous strengthening)**: The Group established an agency-management mechanism as early as 2022 (that year identifying 4 non-compliant agencies and requiring removal of 20+ ads, consistent with our public statements); in response to residual risks reflected in 2024 external reports, it further upgraded controls from "after-the-fact correction" to "pre-emptive systematic control" — FXCN Chennai issues a unified official recruitment ad/poster version for all vendors; all vendor ads must undergo pre-publication review and periodic re-checks; any ad containing age/gender/marital-status restrictions is immediately taken down and corrected, with termination for serious or repeat violations. The effectiveness of this continuous upgrade is reflected in the 2025 rise in female and married-women employment and improved RBA VAP labor conformance.
- **Work-area metal-ornaments rule**: The Group publicly reaffirms — married women may work while wearing traditional metal ornaments at the Group's parks. Except for a few areas with special technical controls for electrostatic discharge (ESD) and product security, such as New Product Introduction (NPI), all workshops are fully open to male or female employees (including married) who wear metal ornaments to enter production lines via an application process, without restriction; even in controlled areas, entry is possible via application. Such technical controls are easily misread as "wearing ornaments means one cannot enter to work"; the Group has proactively clarified this through communication and the application mechanism, ensuring that neither marital status nor traditional ornaments constitutes a barrier to employment or work.
- **Women-led workplace**: About 80% of FXCN Chennai's workforce are women; female turnover is about 7.7% (better than the annual target of 12%), reflecting strong retention and belonging; about two-thirds (67%) of women are aged 19–24, mostly young first-time entrants to formal employment. Notably, women are not only the backbone of the lines but also in leadership — over half (about 58.7%) of managers/supervisors (incl. line) are women. This means we offer not just "hiring" but substantive career development and empowerment.
- **Workplace dignity and Prevention of Sexual Harassment (POSH)**: An Internal Complaints Committee (ICC, 6 members) is in place; 0 grievance cases at FXCN Chennai in 2025; all-employee POSH training with 100% coverage at FXCN Chennai.
- **Women support facilities**: FXCN Chennai provides 10,497 female dormitory beds, 28 safe women's commuter buses (100% shift coverage), 24-hour security and CCTV, maternal health camps (900+ visits) and maternal-infant care, continuously strengthening a women-friendly workplace.

Cooperation with Authorities

The Group cooperates with the authorities' investigation procedures, provides necessary assistance, and maintains ongoing communication with the relevant units.

Ongoing Commitment

The Group will continue to implement non-discriminatory recruitment, track and disclose female-employment and diversity-and-inclusion indicators, close all Corrective Action Plans (CAP) on schedule, and strengthen stakeholder trust through transparent disclosure.

Cross-Reference

For the complete example of women's employment and diversity, equity, and inclusion, please see "Employee Diversity › India Case Study."

Physical Evidence of Non-Discriminatory Recruitment | FXCN Chennai Vendor Recruitment Poster (Tamil Nadu)



Original poster (Tamil) | Vendor: GEEKAY HR

Verifiable facts (directly observable non-discrimination)

- The full text states only salary, shifts, benefits, and contact information; no restriction whatsoever on gender, marital status, or age (except the statutory minimum);
- Sourced from a vendor in Kanchipuram (Tamil Nadu), the site of the controversy; an official version reviewed by the Group;
- **Benefits**: air-conditioned plant, com



2025 RBA VAP audit (overall conformance 85%)



Female-employee health-awareness activity (a majority-female workforce)



Maternal mental-health seminar (maternal-infant care)



2025 RBA VAP audit (overall conformance 85%)



Women's empowerment & care activity (I'M POSSIBLE)



Hygienic dining and employee-care facilities

Note. the above are actual 2025 activity materials from the FXCN Chennai site; 3–4 may be selected per layout. Maternal care and health awareness correspond to "Our Position" and "Management Measures," directly echoing non-discrimination and a women-friendly workplace.

Occupational Health and Safety

Upholding the "people-oriented" management philosophy, Foxconn values the health, safety, and well-being of employees, contractors, and other workers, and is committed to building a safe, healthy, friendly, and resilient work environment. In the face of the occupational health and safety challenges posed by its global operating sites, manufacturing venues, and diverse operational types, Foxconn follows the regulatory requirements of each operating location and references international occupational health and safety management standards, continuously improving its management systems, strengthening hazard identification and risk prevention mechanisms, advancing a safety culture with full employee participation, reducing occupational disaster risks, and advancing toward the goal of zero major occupational disasters.

To implement occupational health and safety management, Foxconn has Corporate Production Safety Division(CPSD) coordinate occupational health and safety policies and management principles, with each operating site setting up dedicated management units or designating dedicated personnel based on its operational characteristics, risk types, and regulatory requirements, responsible for advancing occupational health and safety management, education and training, risk assessment, accident investigation, emergency response, and health promotion, and strengthening management effectiveness and execution consistency through cross-departmental collaboration mechanisms.

Occupational Health and Safety Policy, Governance, and Management System

Occupational Health and Safety Policy and Management Commitment

The Group strictly follows international occupational health and safety management standards and the relevant regulatory requirements at each operating location, and draws on voluntary initiatives and industry guidelines, continuously improving its occupational health and safety management system. Taking "zero accidents, zero injuries" as its goal and positioning itself as a global occupational safety benchmark enterprise, the Group upholds a "people-oriented" safety culture and prioritizes occupational health and safety in business decision-making and operational management.

The Group's occupational safety policy is personally signed by the Chairman and supported by top management, applying to all of the Group's operational activities and workplaces, covering all employees, contractors, and other workers under the Company's supervision and management. To implement the relevant commitments, the Group incorporates inherent safety design, institutional norms, audit verification, education and training, and continuous improvement into the occupational health and safety management process through institutionalized management, and advances risk prevention, accident prevention, and performance enhancement in accordance with the PDCA management cycle. The occupational safety policy is detailed in the QR Code.

ISO 45001 Management System and Coverage

To ensure the effective operation of its management mechanism, Foxconn has established procedures for reporting, investigating, and correcting/preventing accidents and occupational diseases, conducting root-cause analysis, improvement tracking, and effectiveness verification for work-related injuries, occupational diseases, illnesses, and incidents, and regularly reviewing the prevention and reduction of health issues and occupational safety risks, assessing improvement progress against established targets.

The Group also incorporates occupational health and safety requirements into procurement and contract management, requiring suppliers and contractors to comply with relevant safety standards and on-site management requirements, and enhances the safety awareness and operational competence of employees and related personnel through training, awareness campaigns, and professional courses, reducing the risk of health and safety incidents during operations. Each operating site regularly conducts internal safety and health inspections, project audits, and management reviews, continuously monitoring the implementation of the system.

As of the end of the reporting period, 127 major entities of the Group (covering all major businesses) had established ISO 45001 occupational health and safety management systems, covering approximately 97% of employees, applicable to all Group employees and suppliers/contractors working at its sites, and independently verified by a third-party organization, continuously strengthening the management resilience and effectiveness of occupational health, safety, and wellbeing.

Organizational Structure and Oversight Mechanism

The Group has a Corporate Production Safety Division coordinate global occupational safety work, ensuring that various safety activities are effectively advanced and maintain consistency through the operating mechanism of "central coordination → regional collaboration → campus execution."

Each unit additionally sets up a Safety Production Management Committee composed of functional departments and employee representatives, reviewing occupational safety and health performance through quarterly meetings and continuously optimizing the occupational health and safety management system.

Campus Occupational Safety

Responsibilities

- Management, investigation, and analysis of occupational injuries and fire incidents
- Supervision and inspection of equipment operation safety and fire safety
- Coordination of safety education and training
- On-site inspection of abnormal situations and reporting of emergency matters
- 24/7 monitoring and response by the Monitoring Center

Regional Occupational Safety

Responsibilities

- Optimization and implementation of industrial safety policies
- Construction and management of digital platforms
- Regional safety audits and implementation of improvements
- Regional safety culture development / coordination of safety training
- Regional issue feedback and coordination

Central Occupational Safety

Responsibilities

- Establishing global industrial safety policies and performance targets
- Planning and operating the digital industrial safety management platform
- Coordinating global industrial safety audits, evaluations, and improvement guidance
- Sharing advanced industrial safety management methods and technologies
- Responding to and resolving issues and needs from regions, campuses, and business groups

To enhance employee engagement in safety work, the Group promotes diverse communication and participation mechanisms, specifically including:

- All legal entities have established diverse employee communication channels under the ISO 45001 management system framework, including but not limited to pre-shift meetings, plant manager mailboxes, email, on-site bulletin boards, employee hotlines, and full-participation emergency rescue drills.
- Established annual production safety improvement innovation selection and chemical safety improvement innovation selection to encourage employees to participate in occupational safety management and promote knowledge and technology exchange. In 2025, a total of 204 production safety improvement proposals and 89 chemical safety improvement proposals were received, with 70 outstanding proposals selected and shared and promoted across regions worldwide.
- Established the Reward Regulations for Reporting Fire and Industrial Safety Hazards, encouraging employees to report hazards or make safety suggestions through letters, telephone, and email. In 2025, the Group received a total of 85 valid hazard reports, disbursing bonuses of RMB 15,200.
- Formulated the Job Safety Analysis (JSA) operational norms, guiding employees to participate in safety analysis, systematically identifying and assessing potential risks in work, and formulating targeted control measures to enhance employees' safety awareness and self-prevention capabilities.

Outstanding Proposal A:

Gas Safety Improvement for VC Heat Treatment Equipment (Longhua Campus)

Improvement Background	The heat treatment equipment in the VC workshop of the Longhua Campus originally used a mixed gas of 5% hydrogen + 95% nitrogen as the reducing and protective gas. Since the lower explosive limit (LEL) of hydrogen in air is 4%, if a leak occurs and local ventilation is poor, an explosive environment can easily form, posing a relatively high safety risk.
Improvement Plan	Based on meeting production process requirements, through on-site assessment and process parameter adjustments, the mixed gas ratio was progressively optimized to 4% hydrogen + 96% nitrogen.
Improvement Benefit	Reducing the hydrogen concentration to the lower explosive limit reduces the likelihood of explosion conditions forming at the source, enhancing the inherent safety of the process.

Outstanding Proposal B:

Introduction of AI Intelligent Monitoring for CNC Machines (Guanlan Campus)

Improvement Background	The CNC process at the Guanlan Campus originally required equipment technicians to regularly enter the machine to conduct powered inspections of components such as lead screws, motors, slide rails, spindle runout, and equipment precision, during which there was a risk of mechanical injury
Improvement Plan	Introduce AI intelligent vibration sensors, replacing traditional manual inspection through real-time system monitoring of data.
Improvement Benefit	Successfully saved 40 personnel for in-machine inspection and reduced the risk of mechanical injury to personnel during in-machine inspection.

Hazard Identification, Risk Assessment, and Incident Management

Audits and Risk Identification: A PDCA Closed-Loop Mechanism

To ensure effective control of production safety risks, the Group combines Corporate Production Safety Division audits with campus self-management, establishing a PDCA closed-loop management mechanism:

Plan

In accordance with the Group Production Safety Risk Management Specifications, standardize the hazard source identification, risk assessment, and control processes, clarifying the division of responsibilities among Corporate Production Safety Division, campus occupational safety, and production operations units; the Corporate Production Safety Division Audit Office formulates an annual rotational audit plan, focusing on high-risk operational areas (such as chemical warehousing and robotics). Campus Occupational Safety formulates daily/dedicated inspection plans to ensure risk control coverage.

Do

Use the LEC method (Likelihood-Exposure-Consequence) to identify potential risks in routine, non-routine, and emergency situations, including activities, equipment, and facilities, and change management, and establish a list; new construction/renovation/expansion processes introduce safety pre-assessment at the planning and design stage, while in-use processes implement current-status safety assessment every three years. Take immediate control measures for "major and above" hazards and review and optimize management plans.

Check

Responsible units make rectifications within a specified time and report back, campuses conduct acceptance, and the Audit Office re-reviews in the next audit round; high-risk hazards are reported at the "Global Sustainable Operations Action Work Meeting" with requirements to investigate similar problems.

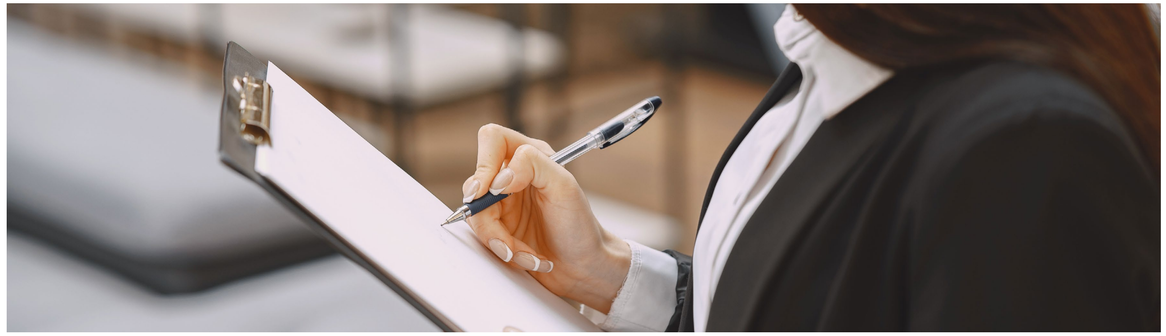
Act

Consolidate and analyze audit findings to develop corresponding safety management standards for typical hazards; extract best improvement practices for integration into dedicated initiatives and share them Group-wide; and drive continuous improvement through performance-based mechanisms.

The 2025 audit and improvement results are as follows:

- **Central Occupational Safety Audits**: Completed patrol audits of 79 campuses worldwide, identifying 717 hazards, with a 100% rectification rate.
- **Campus Autonomous Inspections**: Each campus self-inspected and identified a total of 72,892 hazards, all of which have been rectified.
- **Regional Distribution of Self-Identified Hazards**

	General	Moderate	Severe	Extremely Severe
Mainland China	41,171	3	0	0
Americas	1,961	0	0	0
Europe	104	0	0	0
Northeast Asia	1,010	0	0	0
Southeast Asia	27,980	0	0	0
India	642	21	0	0



Risk Response and Control Measures

The 2025 identification results show that none of the Group's operating activities or workplaces carry "extremely severe risk" or "severe risk"; some workplaces present "moderate risk," with the rest classified as "general risk." The management measures adopted by the Group for different risk types are as follows:

Risk Level	Primary Risk Type	Key Control Measures
Major Risk	Mechanical Safety	• Train qualified machinery risk assessors; establish equipment safety standards and factory acceptance criteria; implement a safety review system for equipment modifications.
	Electrical Safety	• Conduct annual outsourced electrical inspections for facilities over 10 years old; perform quarterly preventive inspections using cloud-based thermal imaging.
	Chemical Safety	• Promote substitution with lower-risk chemicals at the source; introduce automated/remote operations; enhance ventilation and emergency response capabilities; replace manual operations with mechanical tools.
	Hot Work Operations	• Implement AI-based video monitoring to enable real-time anomaly alerts for hot work activities; establish a hot work permit system, with trained and certified safety supervisors and three-tier inspections; establish an approved vendor whitelist and safety agreements.
	Manual Material Handling	• Establish safety standards for material handling operations; apply the NIOSH Lifting Equation (NLE) to predict manual handling risks.
	Stairway Falls, Trips & Slips (STFs)	• Post warning signage/voice reminders; install anti-slip mats and voice-alert devices; audit stairway usage and incorporate findings into performance evaluations.
General Risk	Ergonomic Risk (Musculoskeletal Disorders)	• Apply simplified ergonomic checklists to assess highly repetitive job positions, prioritizing improvements for high-risk roles.
	Minor Fire Incidents	• Establish initial-stage fire self-suppression barriers (e.g., hands-on fire extinguisher training for all employees, deployment of backpack-style water-mist fire extinguishers on stairways, and emergency response teams to shorten on-site firefighting response times).

Safety Risk Prevention and Control

The Group continues to identify potential production safety risks during operations and formulates preventive measures, management requirements, and technical countermeasures for campus implementation to reduce the possibility of production safety incidents; at the same time, it continues to refine occupational safety governance and risk early warning mechanisms to enhance the resilience and foresight of overall safety management.

In terms of campus management, the Group conducts production safety management performance scoring and grading for productive campuses of 18,000 square meters or more across regions worldwide, with the goal of all achieving A grade or above (80 points or above). In 2025, 76 campuses were rated, of which 63 campuses achieved A grade or above, accounting for 83%, with the average grade of each campus rising from BBB grade to A grade; and initiated guidance and improvement for campuses below BBB grade and benchmark learning for AAA-grade campuses.

Disaster Response

The Group places great importance on emergency response capability. In accordance with Article 1 of the Production Safety section of the Employee Handbook, "Employee Safety Rights and Obligations," employees are clearly granted the right to take evacuation measures in emergency situations. In routine employee training, new employee onboarding training, and contractor training, the Group emphasizes that employees and contractors have the right to refuse to carry out instructions that could endanger their own safety, and may immediately evacuate the site, when facing emergencies such as major fire risk or threats to personal safety.

The results of global emergency evacuation drills and disaster response training in 2025 are as follows:

- **Fire emergency evacuation drills**: 1,978 sessions, 1,442,063 participant-times
- **Disaster response training (such as chemical spills, confined spaces, electric shock, and elevator entrapment)**: 2,305 sessions, 301,025 participant-times

Responsible Business Alliance (RBA) Validated Assessment Program (VAP)

In supplier Social and Environmental Responsibility (SER) audits, Foxconn adopts the RBA VAP (Validated Assessment Program) methodology, with an audit team composed of supplier compliance and ESG management units together with HR, occupational safety, and environmental protection departments, conducting audits across dimensions such as labor, health and safety, ethics, environment, and supply chain management.

In 2025, a total of 629 supplier SER audits were completed, identifying 3,751 deficiencies, of which health and safety-related deficiencies accounted for the highest proportion at 41%, indicating that occupational health and safety remains a key issue in supply chain management. In 2025, no zero-tolerance deficiencies such as child labor or forced labor were found. For the problems identified in SER audits, Foxconn continues to advance supplier improvements; as of April 10, 2026, 3,075 deficiencies had been rectified, with an overall improvement rate of 82%.

In terms of specific OHS issues, the top five deficiency items include emergency preparedness, work injuries and occupational diseases, and occupational health and safety, with corresponding improvement measures covering fire equipment maintenance, evacuation drills, first-aider allocation, first-aid kit management, employee education and training, and personal protective equipment allocation, reflecting that Foxconn has established improvement and tracking mechanisms for high-frequency occupational health and safety risks. For specific content, please refer to Chapter 2, "Supply Chain Management."

OHS Performance Statistics

Taking the pursuit of "zero accidents, zero injuries" as its safety goal, the Group continues to optimize the Group Production Safety Accident Management System, Work Injury Classification Standards, and Group Work Injury Management Rules, establishing an accident management process with clear responsibilities and defined timeliness, clearly stipulating accident reporting, accident investigation responsibilities, investigation levels, processes, and responsibility attribution. After accidents and near-miss incidents occur, the Group requires on-site personnel and unit managers to report immediately, simultaneously uploading the accident to the work injury accident reporting management system, and immediately establishing an accident investigation team to conduct an investigation and handling and complete the accident report.

Corporate Production Safety Division uniformly aggregates and analyzes work injury data from each region monthly, ensuring consistent data standards and full traceability. In fiscal year 2025, the main types of occupational injuries were electric shock, mechanical injury, and falls. In response, the Group conducts systematic governance in accordance with the hierarchy of controls principle, prioritizing the reduction of risk from the source through elimination and substitution (such as introducing automation), supplemented by engineering controls to establish hardware protection, while combining administrative controls to improve standard operating procedures, strengthen education and training and personal protective equipment norms, and establish regular oversight mechanisms. In addition, it also advances case learning for typical accidents, deeply analyzing accident lessons to prevent similar risks from recurring, enhancing operational safety through multiple approaches.

Group Fatalities Caused by Occupational Injury

	Employees	Dispatched Workers	Contractors
2022	1	0	NA
2023	1	0	2
2024	0	0	0
2025	0	0	3

Note. Data scope: Group



2025 Group Employee and Contractor Work Injury Indicators Statistics

Category	Employee Type	Quantity	Rate
Occupational fatality rate	Employees	0	0
	Contractors	3	0.0007
Total Recordable Injury Rate (TRIR)	Employees	210	0.024
	Contractors	37	0.008
Near-Miss Frequency Rate (NMFR)	Employees	34	0.0004
	Contractors	3	0.0007
Lost Time Injury Frequency Rate (LTIFR)	Employees	156	0.09
	Contractors	21	0.02
Disabling Injury Severity Rate (DISR)	Employees	6,247	3.6
	Contractors	18,165	19.8
Actual Total Work Hours (hours)	Employees	1,733,320,907	-
	Contractors	915,803,561	-

Note 1 Based on the headcount as of December 31, 2025.
Note 2 Contractors include outsourced contractors and dispatched workers.
Note 3 Data coverage scope: Group.
Note 4 Occupational fatality rate = (number of fatalities ÷ total work hours) × 200,000 work hours.
Note 5 Total Recordable Injury Rate (TRIR) = (number of recordable occupational injuries ÷ total work hours) × 200,000 work hours.
Note 6 Near-Miss Frequency Rate (NMFR) = (number of near-miss incidents ÷ total work hours) × 200,000 work hours.
Note 7 Lost Time Injury Frequency Rate (LTIFR) = (Number of lost time injuries ÷ total hours worked) × 1,000,000 work hours.
Note 8 Disabling Injury Severity Rate (DISR) = (lost days due to disabling injury ÷ total work hours) × 1,000,000 work hours.

Safety Culture Promotion

Employee Safety Culture and Training Mechanism

In accordance with the Occupational Safety Policy, the Group upholds a people-first safety culture and is committed to embedding safety awareness in employees' daily behavior to realize its long-term vision of "zero accidents." Through the three strategies of "leadership by example, behavior shaping, and technology enablement," the Group systematically drives its safety culture, shifting safety management from "strict oversight" to "self-management" and internalizing it as part of the Group's management DNA.

Leadership by Example

- **Public Safety Commitment**: The Chairman signs and publicly displays a Safety Commitment Letter, with plant managers and above co-signing and displaying it on workplace bulletin boards, alongside a commitment video played on a loop at work sites.
- **Department-Level Manager Safety Leadership**: Managers at the department level and above at each unit formulate and publicly display an annual safety action plan, leading by example to drive proactive employee participation in safety control, shaping a proactive safety culture.
- **Senior Management On-Site Safety Inspections**: Managers at the level of Business Group/Department Deputy General Manager and above conduct at least one unannounced inspection of production sites per month, focusing on:
  - BBS behavioral safety observation (compliance of personnel operations, equipment safety status, use of protective equipment, execution of operating procedures, and environmental hazards)
  - On-site communication and feedback (combining observation results with exchanges with site management to understand production safety conditions))
- **Global Work Safety Conference**: Every two weeks, the Group holds a Global Sustainable Operations Action Work Meeting" chaired by a rotating chairperson, attended by video conference by the Chairman, the General Managers of each Business Group, and campus management; the chief safety officer delivers a quarterly briefing covering global production safety developments, regional conditions, safety knowledge, and major work deployments.

Behavior Shaping

- **Plant Safety Meetings**: Plant managers hold safety work meetings of no less than 1 hour weekly, covering hazard analysis, improvement promotion, risk identification and assessment, safety measures and control points, and typical accident case learning.
- **Pre-shift Safety Advocacy**: Line leaders hold pre-shift safety advocacy of no less than 30 minutes daily, covering the on-site safety situation of the previous shift, precautions for the current shift, and position hazard factors and countermeasures.
- **Kiken Yochi Training (KYT)**: Autonomously implemented before operations by operational line units, identifying potential hazards through team discussion, predicting and preventing possible accidents, forming consensus-based safety countermeasures, and prompting employees to shift from passive acceptance to proactive participation.



Technology Enablement

- **VR Safety Training**: Use virtual reality technology to build an immersive training platform, enhancing risk identification and emergency response capabilities through three-dimensional scene simulation and interactive drills, covering modules such as hazardous chemical safety, mechanical safety, workplace hazard identification, automobile driving safety, and fire escape.
- **AI Safety Prevention and Control**: Introduce forklift AI anti-collision systems and driver monitoring mechanisms, using front and rear cameras for AI pedestrian identification and dividing green/yellow/red three-tier protection zones; at the same time, it has facial recognition functions to verify driver qualifications and can detect dangerous behaviors such as not wearing seat belts, smoking, making phone calls, and fatigued driving in real time and issue warnings, automatically warning and limiting acceleration when speeding. To date, the Group has completed AI deployment on 625 forklifts.





In terms of the safety training mechanism, in accordance with the Safety Education and Training System and the Group Supplier Production Safety Management Regulations, the Group comprehensively incorporates full-time employees, dispatched workers, intern students, contractors, and temporary visitors into a unified safety education and training system. At the beginning of each year, the Group systematically inventories training needs through questionnaires, interviews, and risk assessments, from dimensions such as position risks, regulatory updates, new process and new equipment introduction, and accident review, and accordingly compiles an annual master plan and safety training matrix, so as to ensure that training content matches actual operational risks and operational needs.

To ensure training quality, external instructors must possess national qualifications or professional competence, while internal instructors must hold a Group instructor certificate and possess relevant experience or statutory safety practice qualifications. Training materials are also translated into employees' languages to enhance understanding and participation among employees from different regions and backgrounds. The Group also values employees' training rights; in principle, all mandatory training is arranged within normal working hours and is free to participate in; if special shift arrangements require training outside working hours, overtime pay or compensatory leave is provided in accordance with the law. After class, assessments are conducted through written and oral tests, practical operations, or on-site observation. Those who fail may not work on the line. The occupational safety department regularly conducts audits and effectiveness assessments to continuously strengthen training effectiveness and system implementation.

In 2025, the Group continued to advance dedicated safety training and regular safety education, with total safety training hours reaching 31,350,694 hours throughout the year, covering targets such as new employees, personnel changing job types or returning to work, special operations and special position personnel, principal responsible persons, safety management personnel, as well as suppliers and construction contractors. Through institutionalized, tiered, and categorized training planning, the Group continues to enhance all employees' capabilities in risk identification, accident prevention, and response handling, and further strengthens the implementation of a safety culture at each operating site and operational venue.

Item	Training Hours
Company-level, workshop-level, and team-level three-tier safety education for new employees (including dispatched workers) before taking up posts	18,454,560
Certified-to-work training for employees in hazardous positions (combustible dust, hazardous chemicals, lithium batteries, etc.)	675,880
Supplier/construction contractor safety training	44,418
Certification training for special operations personnel and special equipment operators	209,082
Professional competence enhancement training for safety management personnel	273,165
Other training (including on-the-job personnel training, KYT training, etc.)	11,693,589
Total	**31,350,694**

Employee Safety Management

In terms of employee health promotion, the Group incorporates health management into its occupational health and safety system, combining health risk identification, health checks, work environment management, and health awareness campaigns, continuously strengthening the integration of health management and safety management. For key risks such as noise, dust, high temperature, repetitive work, and chemical exposure, the Group promotes tiered health management, special health protection, and work improvement measures, and promotes employees' physical and mental health and adaptability through diverse programs such as health lectures, psychological care, stress management, and exercise initiatives, continuously building a workplace environment that balances safety, health, and wellbeing.

Technology Enablement Program: AI Fire Detection Enhancing Anomaly Early Warning

To further enhance disaster-prevention resilience and on-site safety management efficiency in high-risk areas, the Group has introduced a "Rooftop Fire AI Detection System" at specific sites.

- **Technology Combination**: Combining infrared temperature measurement with AI smoke and fire recognition technology, the system can issue an alert and initiate the response process in real time when it detects an abnormal temperature rise, smoke, or flame signal.
- **Management Benefits**: Compared with traditional approaches relying solely on manual inspection or a single sensing device, this system significantly strengthens early identification of and real-time response to abnormal situations, forming a perfect complement to existing fire management and response mechanisms, realizing smart disaster prevention.



Chemical Safety

Employee health and safety are an important foundation for the Group's operations. Foxconn strictly follows the chemical safety-related regulations of each operating location and customer restricted substance requirements, and, based on full-process monitoring, implements the "five no" principles of "no design, no procurement, no inflow, no manufacturing, and no output" for hazardous substances, conducting tiered control of the chemical substances involved in production and operational processes, and working with the supply chain to minimize, control, and progressively eliminate the impact of hazardous substances on employee health and the environment, advancing toward the goal of "zero hazard, zero pollution." The chemical management policy is detailed on the Foxconn official website.

Management Commitments, Regulatory Compliance, and Governance Mechanism

The Group complies with multiple international and national/regional regulatory and standard requirements, including 32 international norms and Chinese national standards such as EU RoHS, REACH, POP, U.S. TSCA, the Swedish Tax Reduction Act, AfPS GS 2019:01 PAK(PAH), California Proposition 65, the Volatile Organic Compound Content Limits for Cleaning Agents, the Volatile Organic Compound Limits for Adhesives, and the Substitute It Now (SIN) List.

To effectively control chemical use, the Group has established a Chemical Management Committee to coordinate the Group's chemical management work, with key focuses including:

Regulatory and Customer Requirement Management

Dynamically track the environmental/health regulations and standards of various countries, regularly reviewing compliance status and updating internal norms in real time; actively respond to customer chemical substance management requirements that exceed regulations, ensuring products meet customer needs.

System and Standard Framework Establishment

Formulate and implement internal rules and regulations such as the Hazardous Substances and Materials Management Norms, Group Chemical/Substance Management System Norms, Group Chemical/Substance Registration Management Norms, Group Chemical/Substance Risk Assessment Norms, Group Chemical/Substance Tiered Management Norms, Group Chemical/Substance Phase-out Management Norms, Hazardous Chemical Safety Management Norms, and Process Safety Assessment and Acceptance Implementation Management Measures, integrating risk control throughout the full life cycle.

Chemical Substance Control List Formulation

Formulate and publish prohibited, restricted, and controlled/monitored substance lists as the basis for procurement, process introduction, and use control.

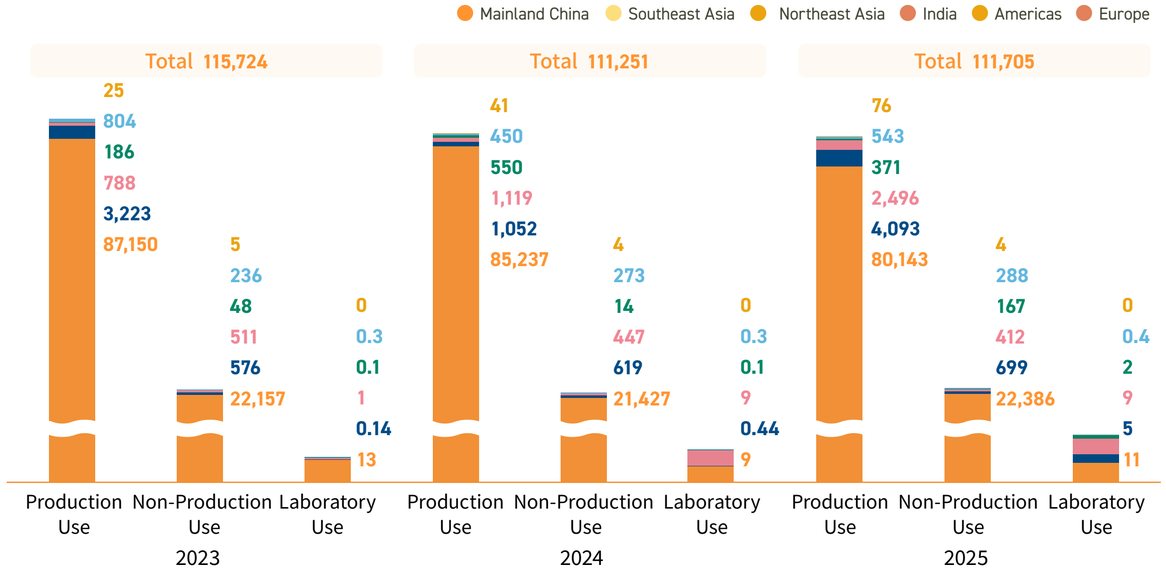
Comprehensive Identification and Information Management

Comprehensively identify all chemicals used in production, non-production (such as wastewater treatment, equipment and facility operation consumables, cleaning operations, etc.), and laboratories, and uniformly manage information on use, quantity, type, hazard, and product composition.

Audit Oversight and Deficiency Tracking

Establish an Audit Office to regularly audit the chemical use and phase-out status of campuses worldwide (at least 3 times a year for Mainland China campuses, at least once for Europe and America campuses, and at least twice for other campuses), and incorporate non-conformances into the hazard electronic management system for tracking until improvement is completed.

Group Chemical Use Information over the Past 3 Years





Full Life Cycle Management of Hazardous Substances (Chemicals)

To reduce the environmental and human health risks associated with chemicals, the Group advances full life cycle management and works with suppliers to jointly control the chemical substances involved in production processes and product composition:

Upholding the design philosophy of the twelve principles of green chemistry, and following requirements such as the General Principles of Eco-design of Products, General Principles of Evaluation of Eco-designed Products, Organic Chemical Substance Control Principles, and Material Life Cycle, in accordance with the four principles of product environmental design—"harmless, energy-saving, reduction, and easy recycling"—the Group formulates the Green Product Design and Development Guidelines, systematically considering the environmental and health impacts of raw material selection, production, sales, use, recycling, and treatment at the design and development stage, avoiding the use of toxic and hazardous raw materials as much as possible and reducing the generation and emission of pollutants.

Following standards such as the Globally Harmonized System of Classification and Labelling of Chemicals, Chemical Tiered Management Manual, and Guidelines for Compiling Standard Registration Data of Existing Chemical Substances, the Group formulates the Group Chemical/Substance Registration Management Norms, and, with reference to major regulations such as RoHS 2.0, REACH, TSCA, and POPs, forms the Group Chemical Substance Control List (prohibited/restricted/controlled), conducting strict review and tiered management of incoming chemicals and establishing corresponding handling processes.

The Group registers and catalogs chemicals for production and non-production use, grasping their hazard characteristics; when introducing or updating chemicals, if the hazard characteristics are unknown, a comprehensive safety assessment must be completed, and environmental materials and equipment must be classified and labeled, zone-managed, and confirmed for compliance, so as to avoid producing products that do not meet environmental, safety, and health requirements. For hazardous chemicals, the operational site sets up dedicated storage cabinets and implements leak-prevention measures in accordance with relevant FM standards, follows standard operating procedures during use, and establishes response drills and on-site handling plans to safeguard employee health and safety.

Design (Source Hazard Reduction) ▶ **Procurement** (Front-end Supply Chain Control) ▶ **Registration** (In-plant Review and List Comparison) ▶ **Assessment** (Annual Risk Assessment and Tiered Control) ▶ **Use** (On-site Control and Response Preparedness) ▶ **Outflow** (Information Disclosure and Green Quality Control)

To implement "no procurement" of materials containing hazardous substances, the Group formulates the Green Procurement Management Manual and Supplier Management Manual, establishes a hazardous chemical management platform, and implements green product management requirements throughout the supplier management process. It also requires suppliers to sign the Environmental and Social Responsibility Commitment Letter and submit the Environmental Management Substance Composition or Component Breakdown Table for hazardous substance declaration. Among these, the 10 controlled substances under EU RoHS 2.0 require suppliers to provide third-party test reports and pass Group certification.

The Group has established the Group Chemical/Substance Risk Assessment norms, requiring each unit to set up a professional risk assessment team composed of occupational safety management departments, production departments, and product R&D departments, conducting a comprehensive risk assessment of the chemicals used at least once a year, and taking corresponding control measures according to risk levels to keep risks within an acceptable range. Existing chemicals have their risk levels and management methods determined based on hazard group, dispersion status, and use; new chemicals must first undergo registration review and a risk assessment in accordance with the control list. The risk levels and management measures are as follows:

Level 4	With reference to occupational safety management documents of the International Labour Organization or other countries, special management methods are formulated under expert guidance.
Level 3	Isolation (enclosed process, spatial planning, area labeling); only trained essential personnel may enter.
Level 2	Engineering controls (local ventilation/exhaust ventilation devices); non-essential personnel may not enter.
Level 1	Overall ventilation; non-essential personnel may not enter.

Note. Level 4 hazard chemicals have been incorporated into the Group Chemical Substance Control List for management.

As a globally leading EMS provider, the Group understands that some product composition information is restricted by original manufacturers' trade secrets or supply chain roles and cannot be directly disclosed in full; therefore, it primarily provides, discloses, or reproduces the statutory information publicly disclosed by original manufacturers according to each customer's specific needs. To strictly control product green quality, the Group takes two approaches:

- **Large Testing Institution Control**: The Group has a comprehensive testing center, with a global footprint including 24 professional laboratories in different fields and 8 domestic testing branches and added Taipei and Vietnam testing centers in 2025. The chemical analysis laboratory is equipped with instruments such as ICP-OES, IC, GC-MS, and LC-MS/MS, capable of conducting RoHS, halogen-free, POPs, TSCA, PFAS, and other tests. Since its establishment, it has completed more than 620,000 hazardous substance tests, collaborating with business units to monitor the entire process from material selection, incoming materials, processes, finished products, to wastewater/exhaust gas/solid waste, ensuring compliance with personnel health, safety, and environmental requirements.
- **Full Supply Chain Information Exchange Mechanism**: Adopt differentiated control according to local regulations in each region. For chemicals imported and used by EU campuses/legal entities, suppliers are required to entrust an EU Only Representative or have local importers complete ECHA registration, and implement SCIP database notification for SVHCs; the Group's three-tier management departments (central/regional/campus levels) check ECHA registration status and SCIP declaration certificates item by item to ensure compliance with EU regulations such as REACH and CLP. For other sites such as North America (TSCA,), Japan and South Korea (chemSHERPA, K-REACH), Mainland China (new chemical substance registration), and Taiwan (TCCSCA registration), , upstream suppliers are uniformly required to complete official registration or compliance platform declaration in accordance with local regulations and submit certificates for verification, strictly controlling compliance at the raw material intake stage and implementing full life cycle compliance management of chemical procurement, warehousing, production, and disposal.

Hazardous Substance Management Performance and Continuous Improvement

Based on international regulations, national standards of each production/sales location, customer requirements, and autonomous risk assessment results, the Group continuously updates the Group Chemical Substance Control List and implements tiered management. As of the end of the reporting period, the substances controlled on the list have covered 757 types, so as to ensure that products comply with environmental and health and safety norms throughout the full life cycle.

Based on the principle of preventive management, the Group closely tracks international regulatory dynamics and advances forward-looking control and phase-out:

- **SVHC Advance Deployment**: On February 4, 2026, ECHA listed "n-hexane" on the SVHC list; the Group had already incorporated it into internal control in advance and completed raw material inventory and comprehensive phase-out.
- **PFAS Proactive Identification and Control**: In view of the persistence, bioaccumulation, and potential health risks of PFAS, the Group has proactively incorporated it into the control list and launched a supply chain inventory, establishing a PFAS identification mechanism, and advancing substitute material R&D and prohibition/restriction assessment, committed to achieving fluorine-free products (PFAS-Free).

The Group will continue to dynamically track environmental/health regulations, regularly review compliance, and actively respond to customer management requirements that exceed regulations, updating the control list in real time:

Group Hazardous Substances (Chemicals) Management List

Listed as prohibited

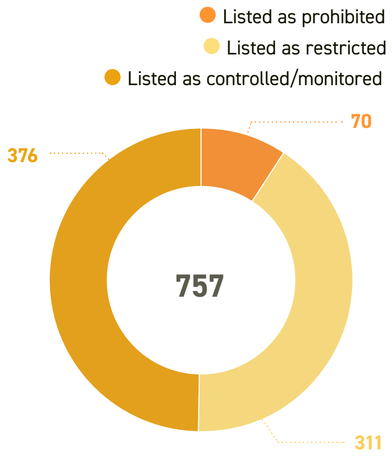
Immediate phase-out

Listed as restricted

Confirm whether restriction conditions are met; phase out if requirements are not met

Listed as controlled/monitored

Strengthen use control and progressively implement phase-out plans



Includes 18 hazard types rated as Level 4 under the Group's own risk assessment

Hazardous Substance Phase-out Plans and Outcomes

The Group has completed 100% identification and risk assessment for all chemicals used, and continues to publicly disclose phase-out progress and outcomes on its official website. The 2025 hazardous substance phase-out cases (including substance substitution/process changes) are shown in the table below:

Phase-out Plan	Improvement Benefit	Completion Time
High-pressure water replacing HDW-C28D/ HDW-1080	The post-polishing cleaning agents HDW-C28D/HDW-1080 contain nonionic surfactants and polyether chemicals; switching to high-pressure water rinsing reduces health and environmental risks.	March 2025
Adhesive roller dry cleaning replacing the cleaning agent C-16	The SMT PCB board cleaning agent C-16 is relatively irritating, and prolonged contact may harm operator health; switching to adhesive roller dry cleaning eliminates the hazard source and eliminates waste liquid.	March 2025
Defoamer	The defoamer used in the anodizing process is harmful to human health and the environment. By improving the dyeing tank/water washing tank, the use of defoamer is eliminated, avoiding reproductive hazards to personnel and reducing environmental and health risks at the source.	April 2025
Citric acid + malic acid replacing HNO_3	Electronic product casing processing originally used HNO3 to clean surface dust and dirt; switching to a mixture of citric acid and malic acid reduces health and environmental risks.	June 2025
Multi-component ink replacing single-component ink	The original printing ink is flammable, explosive, and toxic; after substitution, operational safety is enhanced while remaining environmentally friendly.	June 2025
Saponification liquid replacing graphite	The graphite used for titanium part forging lubrication poses a fire risk and occupational disease risks to personnel's respiratory tract and lungs; switching to self-made saponification liquid combined with automatic spraying for dual optimization eliminates dust pollution and explosion risks and reduces occupational health hazards to personnel.	July 2025
Pure water + dust-free cloth replacing alcohol	PVD maintenance originally required wiping the internal furnace body and lining plates of the machine with alcohol; switching to pure water combined with dust-free cloth reduces environmental pollution and harm to the human body.	November 2025

VOC Reduction Actions

For high-VOC materials (cleaning agents, coatings, adhesives, inks, etc.), the Group has formulated a reduction plan, promoting alternatives such as water-based cleaning agents, water-based coatings, UV coatings, hot-melt adhesives, and UV inks, and encourages the use of solvents certified under environmental labeling schemes, reducing VOC generation at the source. For example, replacing the solvent-based cleaning agent C-70 with the water-based cleaning agent C-5540 reduced VOC content by 89%; and substituting screen-washing water reduced VOC content by 8%.

Hazardous Substance Management Improvement and Innovation

To encourage all units to proactively drive hazardous substance reduction, substitution, and innovation in management, the Group has established an internal evaluation and reward mechanism that selects best practices based on professionalism, technical feasibility, and replicability, promoting experience exchange and adoption across sites. In 2025, the Group received 89 chemical improvement and innovation submissions from sites worldwide, selecting 20 outstanding cases for promotion across all units.

- **Case**: PCB Etching Solution Recycling Improvement: Through equipment upgrades and process modification, established a fully enclosed circular regeneration line, replacing sodium chlorate with oxygen and introducing a PLC to achieve full-process automatic control and abnormality warning; after improvement, the etching solution is 100% recycled, reducing hazardous waste discharge and chlorine gas risk, with the copper recovery rate increasing from 70% to 99.8%, and the recovered copper can be sold externally to generate revenue

At the same time, the Group promotes systematic management and digital tools:

- **IECQ QC 080000 Hazardous Substance Process Management System Certification**: Build the QC 080000 system based on ISO 9001, ensuring that hazardous substances are controlled at each stage of the product from demand to shipment, achieving HSF (Hazardous Substance Free); as of the end of the reporting period, a total of 35 subsidiaries have obtained certification, with the introduction at other companies continuing to be advanced.
- **Product RoHS Compliance Declaration (Supplier ESG Management Platform)**: Established the "Product RoHS Compliance Declaration Platform," collecting third-party RoHS test reports or compliance declarations of components from suppliers, generating RoHS compliance technical documents for end products, which, after review by the green product management responsible units of each Business Group, are then reviewed and confirmed by the Group Chemical Management Committee, with the product RoHS compliance declaration disclosed on the platform (https://sgm.foxconn.com/portal/pcd).



Chemical Safety Training and Emergency Response Drills

Foxconn deeply understands that only through continuous and systematic education and training can risk prevention and control awareness be truly integrated into employees' and contractors' daily operations, making safety norms natural actions in work and emergency response. To this end, the Group formulates detailed training and drill plans annually and continuously invests resources in chemical safety education and training for employees and contractors to comprehensively enhance risk awareness and practical response capabilities.

In 2025, the Group conducted dedicated chemical training, with a cumulative total of 377,925 training hours throughout the year; simultaneously, advanced 438 response drills on topics such as chemical spill handling and poisoning response, with a cumulative total of 72,853 participant-attendances. For on-site vendors and contractors who may come into contact with chemicals, the Group also holds annual chemical response drills and personal protective equipment training, with participation in at least 2 response drills per year.

Zhengzhou Comprehensive Bonded Zone "Fu-Yu Rescue Team"

Zhengzhou Comprehensive Bonded Zone "Fu-Yu Rescue Team" The Group's Zhengzhou Comprehensive Bonded Zone established the "Fu-Yu Rescue Team" in 2022, voluntarily composed of 64 employees, equipped with more than 2,000 pieces of professional equipment, and has accumulated more than 10,000 hours of training. In addition to safeguarding campus safety and strengthening self-rescue efficiency, this team also actively participates in social public welfare rescue, extending its professional response capabilities to social services and practicing corporate social responsibility.



Drowning Victim Search and Rescue



Fire Drill Exercise



Public Welfare Rescue Banner





6

Shared Success with Customers, Shared Prosperity with Society

Guided by the core strategy of "Shared Success with Customers, Shared Prosperity with Society," Hon Hai Technology Group (Foxconn) regards the pursuit of outstanding customer satisfaction and the fulfillment of corporate citizenship responsibilities as missions of equal importance. Through its foundation and Group volunteer resources, the Group focuses on areas such as support for disadvantaged groups and technology education, striving to share its operational achievements with society and continuously expanding its positive social impact.

- **Continuously Rising Customer Satisfaction**: In 2025, customer satisfaction rose to **87.78%**, an increase of nearly **4 percentage points** from 83.79% in 2024, continuously reflecting the Group's improvement achievements in product quality, delivery, customer service, and ESG performance.
- **Product Quality and Product Responsibility Maintained at High Standards**: The Group continues to build an end-to-end quality management mechanism through quality management systems such as ISO 9001 and IATF 16949. During the reporting period, there were no penalties, warnings, or major disputes from competent authorities due to violations of product and service health and safety regulations or information labeling regulations.
- **Continuously Expanding Social Investment by the Hon Hai Education Foundation**: In 2025, the Foundation's total social investment reached **NT$106,162,374**, benefiting a cumulative total of **6,685 people** throughout the year, continuing to focus on the three major pillars of supporting disadvantaged groups, technology education, and environmental conservation.
- **Strong Momentum in Global Employee Volunteer Participation**: In addition to the Foundation, the Group invested in volunteer activities across the globe, dedicating **NT$205 million** to volunteer activities in 2025, driving cumulative volunteer participation to **304,935 people,** with total volunteer service hours reaching **449,893 hours**, and holding more than **84 employee** care and community service activities worldwide.
- **Continuously Deepening Support for Disadvantaged Groups and Education**: In 2025, approximately **NT$89.27 million** was invested in support for disadvantaged groups and education, benefiting more than **4,700 people**; among these, the "Hon Hai Scholarship " invested **NT$46.65 million**, benefiting **2,505 students**, while the "Starlight Program" served a cumulative total of **843 students,** continuously narrowing the education resource gap.
- **Continuously Accumulating Achievements in Technology Education and Talent Empowerment**: In 2025, approximately **NT$11.29 million** was invested in technology education and technology equity, benefiting more than 1,800 people; among these, the "Hon Hai Technology Awards" had a total of 21 annual recipients, and the Group continued to advance the incorporation of AI and quantum education into curricula, teacher training, and the Rural and Disadvantaged AI Grassroots Initiative expanding the accessibility of forward-looking technology education.
- **Continuously Advancing Environmental Conservation and Local Prosperity Actions**: In 2025, approximately **NT$5.6 million** was invested in ecological sustainability, with cumulative participation of approximately **120 people**; the Foundation also advanced ecological education and the popularization of carbon sink knowledge through the "Satoyama Program Research and Teacher Training Tours," and, combined with health promotion, equity advocacy, and public welfare service actions across the globe, continued to deepen the relationship of shared prosperity between the enterprise and communities.

Material Topics

- Customer Relations & Brand Management
- Human Rights and Community Engagement

SDG Alignment



Management Goals

Material Topic	Management Indicator	2025 Goal	2025 Performance	Achievement Status	2030 Long-Term Goal
Customer Relations and Brand	Customer satisfaction	With 2023 as the base year and **80%** as the threshold, strive to improve satisfaction by 5% in each subsequent reporting cycle compared with the previous cycle.	Customer satisfaction rose to **87.78%** in 2025.	Ongoing	Continuously refine product and service quality, strengthen customer communication, needs response, and feedback improvement mechanisms, and strive to enhance customer experience and trust.
	Customer reputation	Maintain a record of no major labor rights incidents that could damage the reputation of the Company or its clients.	In 2025, there was no record of any major labor rights incident that could have damaged the Company's or its clients' reputations.	Achieved	No record of any major labor rights incidents that could damage the reputation of the Company or its clients.
Community Participation and Social Impact	Annual expenditure of the Hon Hai Education Foundation	Foundation expenditure increased by **5%** compared with 2024.	In 2025, total social investment was **NT$106,162,374**, up **15%** from 2024.	Exceeded	Continue to invest more resources and focus on diverse fields.
	Satisfaction of beneficiaries of Hon Hai Education Foundation projects	Maintain a project-closing survey satisfaction score of at least 4.5 (out of 5) and use feedback to inform optimization.	In 2025, a total of **6,685 people** benefited throughout the year, with an average project satisfaction score of **4.6**.	Exceeded	Deeply cultivate each project over the long term, continuously track effectiveness, and ensure quality.
	Total employee volunteer hours for Hon Hai Foxconn Group's social participation	Set a target of cumulative volunteer service hours of ≥5,000 for campuses in Taiwan.	In 2025, the Group's total global volunteer hours were **449,893** hours.	Exceeded	Accumulate 1 million volunteer service hours within five years.

Customer Relations & Brand Management

Customer Relationship Management

Customer Relationship Strategy

With "intelligence" as its development cornerstone, Foxconn creates smart manufacturing and intelligent supply chain solutions for leading global customers through the "Innovative Integrated Design and Manufacturing (IIDM)" model, aiming to become a comprehensive smart-living solutions provider. Upholding the five core principles of "speed, quality, service, flexibility, and cost," we regard "meeting customer needs" as our primary operational goal, steadily deepening long-term relationships of mutual trust with our customers.

To optimize the service experience and enhance operational efficiency, the Group actively advances the digital transformation of its services. By building comprehensive digital platforms, we provide seamless, efficient services to diverse customers worldwide, including product consultation, technical support, and real-time data access, ensuring timely, accurate information delivery.

At the levels of quality and relationship management, Foxconn has implemented international certifications such as ISO 9001 and IATF 16949, building an end-to-end service chain from the demand side through process control, quality inspection, and product delivery to after-sales service. At the same time, we have established dedicated units and integrated diverse feedback mechanisms, regularly conducting customer satisfaction surveys. All customer opinions and complaints are graded, tracked, and improved in accordance with standardized internal processes, implementing closed-loop "continuous improvement" management and consolidating customer trust with high-standard product and service quality.

Customer Communication Channels

To ensure smooth and efficient two-way communication with customers, Foxconn has established diverse and real-time communication channels to address client needs in a targeted manner:



Digital and online channels

Providing exclusive online forms and email addresses to ensure customer needs can be quickly registered and routed around the clock.



Dedicated service hotline

Setting up customer service hotlines manned by professional teams for real-time consultation and technical support, improving problem-solving efficiency.



Physical exchanges and mutual visits

Deepening mutual communication and trust through visits by top executives, regular business meetings, and inviting clients for on-site factory visits.



Customer Privacy and Feedback Mechanism

Foxconn deeply understands that solid information security and privacy protection are the absolute cornerstone for maintaining customer trust and conducting all services. The Group strictly complies with the personal data protection regulations of each operating site worldwide and has established a comprehensive information security management system, ensuring the security of customers' confidential information and data during collection, processing, and utilization (for the Group's detailed privacy protection policies and management practices, please refer to the Customer Privacy Protection section in Chapter 1 of this report).

On the foundation of trust built by ensuring the security of customer information, and to further safeguard customer rights and enhance service quality, Foxconn has established a systematic and rigorous "Customer Complaint Handling Process" for customer feedback and requests. Through a standardized four-stage closed-loop management mechanism, we ensure that every piece of customer feedback receives the most appropriate and efficient handling, on the premise of strictly upholding the principle of confidentiality:

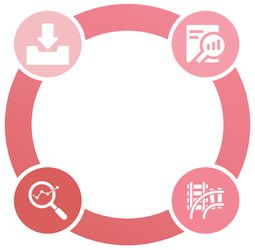
Customer Complaint Handling Process

1 Complaint Reception and Graded Handling

When receiving customer opinions, the dedicated team records product or service issues in detail and reports the handling progress to the customer at the first opportunity. At the same time, cases are strictly graded, with an internal escalation mechanism immediately activated for major issues reaching a certain risk level.

2 In-depth Investigation and Cross-departmental Analysis

Based on the complaint grading, cases are handled independently by the responsible unit or collaboratively by relevant departments. For major or complex cases, the Group establishes a project team to conduct root cause analysis, so as to formulate precise improvement and preventive measures.



3 Dual-track Countermeasure Formulation

After investigation and analysis, the Group simultaneously formulates "interim countermeasures" and "permanent countermeasures" based on customer needs. Interim countermeasures focus on immediate risk control (e.g., immediately halting production, strengthening quality inspection); permanent countermeasures focus on systematic improvement (e.g., improving fixtures and production equipment, implementing personnel re-training) to thoroughly eliminate the root cause of the problem.

4 Timely Response and Effectiveness Tracking

The Group commits to providing an initial response within 24 hours of receiving a customer complaint and comprehensively logging the final handling results in the management system. In addition, we regularly conduct classification statistics and trend analysis of complaint types on a monthly basis, implementing corrective and preventive measures to strictly prevent problems from recurring.

From front-end rigorous privacy protection to back-end precise complaint response, Foxconn not only efficiently resolves current problems but also transforms passive complaint handling into preventive service optimization. This comprehensive customer relationship management strategy concretely embodies the Group's "customer-first" service commitment and further deepens long-term strategic partnerships with customers worldwide.

Customer Satisfaction

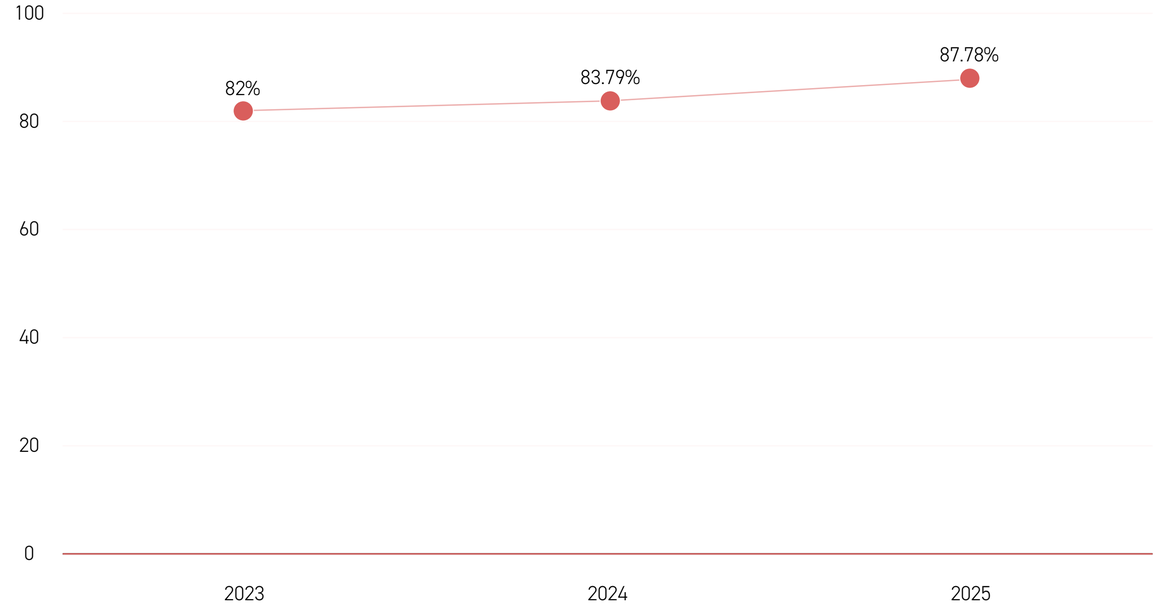
Foxconn deeply understands that "listening to the voice of the customer" is the core driver of the enterprise's continuous progress and service optimization. To comprehensively understand customer needs and expectations, the Group conducts annual customer satisfaction surveys and reviews the performance of each service link through systematic feedback mechanisms.

To further deepen interaction with key customers and precisely focus on core operational indicators, since 2024, Foxconn has optimized its satisfaction survey mechanism, refining the evaluation indicators into four core dimensions of "product quality and performance, delivery, customer service, and ESG," and strategically sending survey invitations to major customers ranking in the top 80% by transaction value, so as to ensure that the survey results truly reflect the in-depth feedback of key partners.

In terms of satisfaction performance management, Foxconn takes 2023 as the base year, sets an overall satisfaction rate of 80% as the baseline, and establishes the ambitious goal that "satisfaction in each subsequent reporting cycle must improve by 5% compared with the previous cycle."

Through precise responses to customer feedback and continuous improvement across departments, the Group's customer satisfaction performance has shown steady, significant growth. Overall satisfaction reached 82% in 2023, rose to 83.79% in 2024, and further climbed to 87.78% in 2025. This growth trend has not only successfully achieved the Group's established interim goals but also fully demonstrates that Foxconn has gained high recognition and trust from leading global customers in enhancing product and service quality and deepening ESG sustainability practices.

Customer Satisfaction Trend



Product Quality

Management Systems and a Culture of Upholding Quality

Foxconn Group is committed to providing global customers with exceptional, reliable products and services. With ISO 9001 as our core foundation, we have established a comprehensive, rigorous quality management framework. To ensure the continuous optimization of product quality, the Group integrates the PDCA (Plan-Do-Check-Act) cycle into every aspect of our daily operations:



Plan

During the early stages of product development, we align precisely with customer requirements and quality objectives. We conduct comprehensive risk identification and plan preventive measures, while formulating strict quality control plans and operating standards.

Do

We strictly implement Standard Operating Procedures (SOPs) and conduct thorough quality inspections and monitoring—spanning from incoming materials and in-process manufacturing to final products—while reinforcing on-site management and anomaly handling.

Act

We devise precise corrective actions for issues identified during audits, strengthening preventive measures to block recurrence. Concurrently, we actively drive continuous improvement projects, such as Six Sigma and Lean Manufacturing, to constantly refine our operational processes and management systems.

Check

We regularly perform internal quality audits and process reviews. By tracking Key Performance Indicators (KPIs) and defect data, we evaluate the achievement of quality goals and analyze the root causes of any deviations.

Foxconn deeply understands that quality stems from the daily practices of every employee. To foster a corporate culture of Total Quality Assurance, we systematically designed and implemented employee quality training and resource allocation programs within the PDCA cycle. Through regular quality awareness campaigns, professional skills training, and hands-on project execution, we empower employees to proactively identify issues and propose innovative solutions. We encourage all staff to participate in continuous improvement initiatives, embedding quality principles into our corporate DNA to ensure that everyone—from senior executives to frontline staff—shares a unified commitment and drive toward achieving "zero defects."

Product Responsibility

Guiding user health and ensuring product safety are non-negotiable corporate responsibilities for Foxconn. We integrate rigorous health and safety impact assessment mechanisms across every stage of the product lifecycle, from research and development (R&D) and design, raw material procurement, and manufacturing and assembly to end-use. Globally, 100% of our product and service categories undergo stringent safety testing and validation, strictly complying with international environmental and safety standards (including RoHS, REACH, CE, and UL). Through proactive risk identification and eco-design at the front end, we eliminate potential health and safety hazards, ensuring the products we deliver to our clients and consumers meet the highest safety standards.

Backed by these rigorous protection and inspection mechanisms, Foxconn strictly complies with all product health and safety regulations across our global operating locations and sales markets. During the reporting period, the Group did not record any incidents of non-compliance with product and service health and safety regulations or voluntary codes that resulted in fines, warnings from competent authorities, or major disputes. We continue to maintain high standards of safety monitoring and preventive management.

Beyond safeguarding the physical safety of products, the Group places a high priority on the transparency and accuracy of product information, protecting consumers' right to know. We ensure that all product labelling—including chemical composition, safety warnings, recycling symbols, and electronic waste disposal instructions—fully comply with local regulations and international standards. During the reporting period, Foxconn recorded zero incidents of non-compliance with regulations or voluntary codes regarding product and service information and labelling. We remain committed to providing accurate, transparent product information and acting responsibly to foster a green and safe consumer environment.



100% of our product and service categories passed stringent safety testing and validation

Compliance with RoHS / REACH / CE /UL

0 Health and Safty Violation

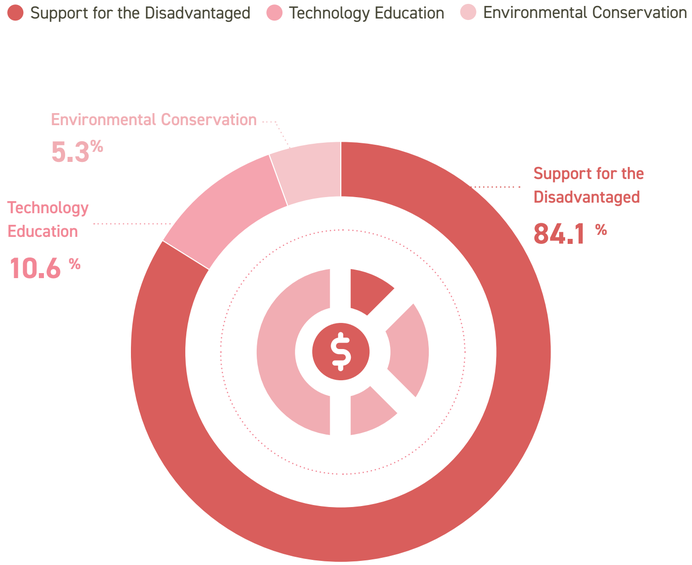
0 Product Information and Labelling Violation

Community Investment and Social Impact

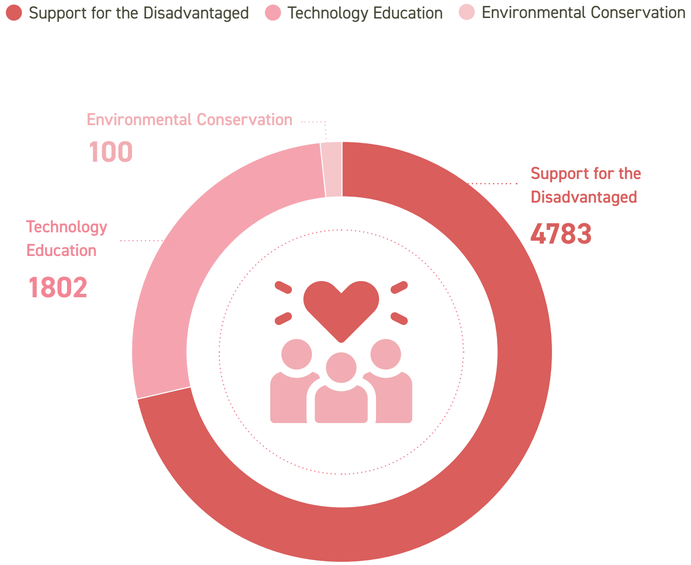
Following the Group's sustainability strategy, Foxconn Technology Group advances integrated and measurable social participation through the Hon Hai Education Foundation, focusing on three major dimensions—supporting the disadvantaged, technology education, and environmental conservation. This responds to social needs such as unequal educational opportunities, support for disadvantaged groups, the technology literacy gap, and the protection of natural capital, and echoes the United Nations Sustainable Development Goals (SDGs). To enhance the effectiveness of resource allocation and project impact, the Foundation combines long-term flagship programs with cross-sector collaboration, continuously tracking project outcomes and progressively introducing a more systematic input-output-outcome management framework, ensuring that every unit of resource invested creates social value that can be reviewed.

In 2025, the Hon Hai Education Foundation's total social investment was NT$106,162,374, benefiting a cumulative total of 6,685 people throughout the year. Representative projects for the year include: supporting the education and companionship of disadvantaged students through the Hon Hai Scholarship Program and the Hon Hai Starlight Program's after-school tutoring for the disadvantaged; narrowing the technology education gap and cultivating future talent through the Rural and Disadvantaged AI Grassroots Initiative and the incorporation of AI and quantum education into curricula together with teacher training; and investing in ecological restoration and environmental education through the Satoyama Program Research and Teacher Training Tours, expanding the enterprise's positive impact on natural capital.

Thematic Classification of Hon Hai Education Foundation Project Expenditure



Annual Number of Beneficiaries of the Hon Hai Education Foundation



Beyond the flagship projects that the Foundation has invested in over the long term, Foxconn's operating sites across the globe continue to respond to the needs of their local communities through concrete actions, making social participation not merely a corporate commitment but a part of our colleagues' everyday practice. From plants to communities, from employee care to public welfare, Foxconn puts the belief of "taking from society, giving back to society" into practice around the world, continuously connecting corporate resources with local strength to expand its positive impact.

Upholding a win-win strategy of shared prosperity, the Group invested NT$205 million to advance volunteer activities in 2025, with cumulative volunteer participation totaling 304,935 people and total volunteer service hours totaling 449,893 (including the Foundation). The Group held more than 84 employee care and community service activities across the globe, demonstrating tangible results in cultivating deep relationships with local communities and responding to their needs. Although these actions unfolded across different countries and cultural contexts, they share a common spirit—Foxconn's care for people, its commitment to society, and its unwavering pursuit of sustainable value.

In health promotion, the Brazil campus provided preventive medicine services to more than 5,000 employees through automated health screening, the India campus held annual health clinics to care for the health needs of nearly 3,000 employees, and the Mexico campus actively advanced workplace mental health initiatives, caring for the physical and mental well-being of thousands of employees. These actions not only raise employees' health awareness but also reflect Foxconn's emphasis on a safe and healthy workplace.

In diversity, inclusion, and gender equality, the India campus partnered with professional non-governmental organizations to provide Prevention of Sexual Harassment (POSH) training to more than 39,000 participant-attendances, continuously strengthening colleagues' awareness of a respectful and inclusive workplace culture; in Europe, through International Women's Day activities, the campus expressed support and care to 1,900 female colleagues, highlighting how the values of diversity and inclusion are put into practice at operating sites worldwide.

In community care and public welfare, sites across the globe have likewise demonstrated remarkable initiative. Charity activities held by campuses in Mainland China reached more than 20,000 participant-attendances; the Ohio campus in the United States raised US$55,000 for a local foundation through a charity golf tournament; and the Brazil campus launched a food donation drive, collecting 225 kilograms of food, responding with concrete action to the "Zero Hunger" goal of the United Nations Sustainable Development Goals (SDGs). Each action may begin from a different place, yet all are connected by the same original aspiration—to bring the strength of the enterprise into the community and let care truly take root.

These spontaneous, bottom-up actions from across the globe echo the key projects the Foundation has long cultivated, together sketching out Foxconn's blueprint for sustainability in practice—rooted globally, giving back locally. For Foxconn, social participation is not merely resource investment, but a commitment to long-term companionship and shared growth. Looking ahead, the Group will continue to combine its global footprint with the energy of local action, working hand in hand with employees, partners, and communities to jointly build a more resilient and inclusive sustainable future.

Global Localized Social Participation Highlights

Highlight Case 1 | Technology Safeguarding Health: Building a Line of Preventive Medicine in the Workplace

At the Brazil campus, health care does not stop at after-the-fact treatment—it begins with risk prevention. In 2025, the campus introduced an automated health screening program, completing health screenings for more than 5,000 employee-attendances and enhancing the efficiency of health risk identification through technological tools, bringing preventive medicine closer to everyday workplace life. From screening to follow-up, Foxconn continues to build a more complete health protection network, safeguarding employees' physical and mental well-being through concrete action.

Corresponding Indicators

GRI 403-6





Highlight Case 2 | Rooting from Education: Shaping a Respectful and Inclusive Workplace

At the India campus, respect and equality are not merely value declarations—they are transformed into daily practice through continuous education. In 2025, the campus partnered with professional non-governmental organizations to advance workplace dignity and Prevention of Sexual Harassment training, with a cumulative total of 39,414 participant-attendances trained and 110 POSH advocacy ambassadors cultivated. Through institutionalized courses and local advocacy, Foxconn continues to deepen colleagues' awareness of dignity, equality, and a zero-tolerance culture, building a safer, friendlier, and more inclusive work environment.

Corresponding Indicators

GRI 406-1
(supported by GRI 404-2)





Highlight Case 3 | Connecting Partners through Public Welfare: Keeping Local Shared Success Alive

At the Ohio campus in the United States, a charity golf tournament wove together the goodwill among the enterprise, employees, and the community. In 2025, the campus successfully raised and donated US$55,000 to the Lordstown Foundation through the event, transforming sports exchange into a concrete force supporting local development. For Foxconn, giving back to the community is not merely resource investment, but an important commitment to building long-term trust with the locality and moving forward together.

Corresponding Indicators

GRI 413-1

17 PARTNERSHIPS FOR THE GOALS





Highlight Case 4 | Starting from a Single Act of Companionship: Stepping into the Future of Children and Families

At campuses in Mainland China, care for disadvantaged families does not stop at one-time assistance—through long-term investment, it accompanies children and families as they move steadily forward. Through the Thousand-Day Early Development Public Welfare Service Center and large-scale charity activities, the project reached a cumulative total of more than 20,000 participant-attendances and served 491 households and more than 500 children. Through volunteer participation, the connection of local resources, and continuous companionship, Foxconn brings care to life within the community, giving more families the power to envision the future.

Corresponding Indicators

GRI 413-1

1 NO POVERTY

4 QUALITY EDUCATION or 10 REDUCED INEQUALITIES



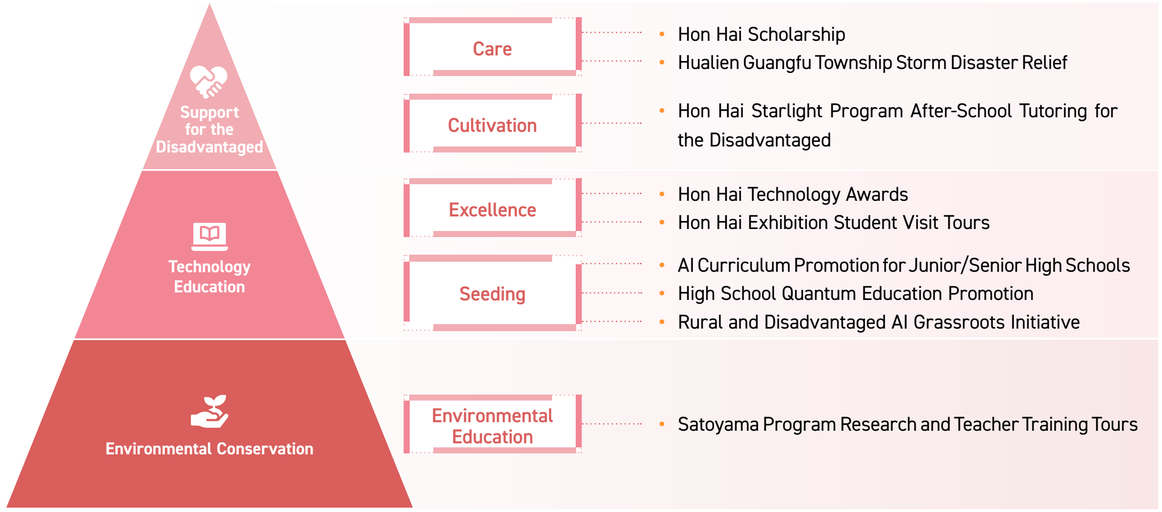


Hon Hai Education Foundation

Origin and Mission

The Hon Hai Education Foundation serves as an important platform for the Group's advancement of social participation and social impact governance, dedicated to integrating corporate resources, employee volunteer energy, and external public welfare partners, and deepening social investment from one-time donations into strategic, sustained, and traceable action plans. Upholding the belief that "life knows no limitations," and taking as its core conviction that no child should be limited in their development opportunities due to family circumstances, the Foundation accompanies disadvantaged children and youth in building confidence, accumulating skills, and expanding their future development paths through economic support, learning companionship, capacity building, and opportunity connection. The Foundation also emphasizes creating positive change through long-term relationship building and systematic support, hoping that even if it cannot change the entire world, it can continue to change the life journeys of some children, allowing more possibilities to be realized.

Overview of the Hon Hai Education Foundation's 2025 Social Participation



Connection with the Group's Sustainability Governance Structure

To ensure the transparency of social resource use and the effectiveness of project execution, the Hon Hai Education Foundation operates in accordance with the Group's sustainability governance structure and the regulations of the competent authority, the Ministry of Education, under the supervision of the Foundation's Board of Directors, and regularly (semi-annually) submits annual work plans, execution progress, and outcome reports to the Board. Through mechanisms such as project review, partner management, and outcome tracking, the Foundation strengthens the quality of its investments and the consistency of its information disclosure, and aligns its focus on social participation with the Group's sustainability strategy and stakeholder expectations, thereby continuously expanding Foxconn's positive social impact.

Principles of Project Selection and Resource Allocation

To ensure that every investment in social resources yields the maximum possible benefit, the Hon Hai Education Foundation has established a rigorous, forward-looking set of project selection and resource allocation principles and continues to optimize its project governance processes. Our specific practices are as follows:

Needs Assessment and Project Selection Principles

- Regularly gather feedback from schools, social welfare organizations, local governments, employees, and the general public, and synthesize these insights with global sustainability trends and the UN SDGs to target critical societal pain points.
- Focus our projects on areas where the Group's core capabilities can generate the greatest positive impact, specifically: Supporting the Disadvantaged, Educational Inclusion, Tech Education, and Environmental Conservation.
- Projects are selected based on whether they are measurable, replicable, and scalable, with priority given to initiatives that demonstrate long-term sustainability potential.

Resource Allocation and Partnership Principles

- Balance the Group's social investments across cash contributions, in-kind donations, technological integrations, professional volunteerism, and cross-sector collaborations.
- Maintain a dual focus on long-term flagship initiatives and rapid-response emergency relief, dynamically adjusting resource allocation ratios based on shifting social needs and verified project performance.
- Collaborate only with organizations that possess demonstrated professional expertise, strong community ties, and exceptional governance transparency. Together, we establish shared KPIs and rigorous outcome-tracking mechanisms.

Project Evaluation and Implementation Workflow

- Our project lifecycle follows a clear, disciplined workflow: Needs Assessment → Project Budgeting & Planning → Board Review & Approval → Implementation & Supervision → Impact Evaluation & Feedback Integration.
- During project execution, we conduct regular milestones reviews to verify progress and financial transparency, while actively encouraging stakeholder participation and feedback.

Information Disclosure and Impact Management

- All projects are managed systematically using the Input-Output-Outcome-Impact framework of the international B4SI methodology.
- Aggregate key performance metrics annually—including program KPIs, total beneficiaries, financial investments, volunteer hours, and partner counts—and publicly disclose them in our Sustainability Report and on our official website.

Social Impact Framework and Performance Overview

Strategic Axis: Five Key Pillars

From 2025 onwards, Hon Hai Technology Group has comprehensively upgraded its social participation strategy into five pillars of action, focusing on Supporting the Disadvantaged, Educational Inclusion, Tech Education, Environmental Conservation, and Local Co-prosperity. By aligning these pillars with the Group's core competencies, we address both critical global and local social issues. Each strategic pillar directly maps to the United Nations Sustainable Development Goals (SDGs), and we drive long-term positive social impact through robust cross-sector collaborations and sustained flagship initiatives.

Pillar Alignment with the UN SDGs Matrix

Key: ● Primary Alignments ○ Secondary Alignments

Pillar	SDG 1	4	9	10	11	13	15	17	
Support for the Disadvantaged	●	●		●	○				Help disadvantaged children and youth stay in school and transform their futures through economic support, learning companionship, and opportunity connection.
Educational Inclusion		●		●				○	Narrow learning gaps and build support networks through after-school care, teacher empowerment, and cross-domain resource integration.
Technology Education		●	●					○	Cultivate future technology talent and promote innovative applications through research excellence and forward-looking technology education taking root.
Environmental Conservation		○				○	●		Invest in ecological restoration and environmental education to expand positive impact on natural capital and biodiversity.
Local Shared Prosperity		○		○	●			●	Deepen community connections through collaboration with local sites and partners, promoting social resilience and shared success.

Performance Highlights: Social Investment and Impact

With "social impact" as its core strategy, Foxconn Technology Group systematically inventories and manages its annual social investment projects with reference to the international B4SI (Business for Societal Impact) methodology, covering focus areas such as "supporting the disadvantaged," "educational inclusion and technology education," and "environmental conservation." For pillar programs that involve long-term investment, are led by the Foundation, or can be clearly tracked, the Foundation reviews project performance using the framework of Input, Output, Outcome, and Impact, and corresponds them to the SDGs, presenting the social value created by resource investment and capability introduction.

For projects of a sponsorship-support nature (such as donating to/sponsoring partners in advancing existing programs), the Foundation adopts an annual aggregation approach to disclose the scope of investment and support, and presents collaboration results through feedback from sponsored organizations and verifiable supporting indicators, so as to avoid directly attributing partners' overall performance to a single donor.

Support for the Disadvantaged

Project Name	Input	Output	Outcome	Long-term Impact
Hon Hai Scholarship	NT$46,650,925; 13 priority-interview corporate partners as of 2025	2,505 students; 1 exchange and growth camp; 3 online motivational sharing sessions	Average satisfaction of 4.6 points across 4 activities; strengthened career exploration and connection	Education-based poverty alleviation, reduced inequality (SDGs 4/10)
Hualien Guangfu Township Storm Disaster Relief for Schooling	NT$2,920,000	292 affected students	Schooling support for affected students and uninterrupted education	Post-disaster recovery, education resilience (SDGs 4/11)
Hon Hai Starlight Program After-School Tutoring for the Disadvantaged	NT$35,060,000	31 sites; 843 students; 1,575 tutors	88.2% learning improvement; 86.7% enjoyed the tutoring	Reversing the learning gap, building an education support network (SDGs 4/10)

Technology Education

Project Name	Input	Output	Outcome	Long-term Impact
Hon Hai Technology Awards	NT$6,964,860	116 applications; 21 recipients; award ceremony	Promoted exchange and connection within the industry-academia-research community	Technology talent cultivation, industry innovation (SDGs 4/9)
AI Curriculum Promotion for Junior High Schools	NT$100,000	18 school visits and 548 junior high school students benefited throughout the year	Helped schools integrate basic AI concepts into formal classrooms and lower the barrier to implementation	AI education is taking root at an earlier stage, and the popularization of technology literacy (SDGs 4/9)
AI Senior High School Micro-courses and Diverse Electives	NT$300,000	20 school visits and 484 senior high school students benefited throughout the year	Enhanced senior high school students' understanding of and interest in basic AI concepts and application scenarios	AI education popularization, senior high school talent cultivation (SDGs 4/9)
High School Quantum Summer Learning Camp and Teacher Training Camp	NT$285,807	120 admitted to the summer learning camp; 14 teachers participated in the Tainan introductory teacher training; 14 teachers participated in the New Taipei advanced teacher training	Helped senior high school students access basic concepts of quantum technology and enhanced teachers' ability to translate and apply quantum courses in teaching	Quantum education popularization, forward-looking technology talent cultivation (SDGs 4/9)
Rural and Disadvantaged AI Grassroots Initiative	NT$3,470,627; 68 volunteer hours	Robotics club guidance: 14 schools, 193 participating students; rural AI workshops: 10 sessions, 138 participating students; Foxconn volunteer participation: 15 volunteers participating in 17 workshop sessions	Supported rural schools in introducing AI/robotics learning scenarios, enhancing learning motivation and opportunities for technology literacy exposure	Technology education popularization, rural talent cultivation (SDGs 4/9/10)

Environmental Conservation

Project Name	Input	Output	Outcome	Long-term Impact
Satoyama Program Research and Teacher Training Tours	NT$5,600,000; 640 volunteer hours	1 teacher training; 20 participants; 100 beneficiaries	100% course satisfaction; knowledge applied in teaching	Ecological restoration, carbon sink promotion (SDGs 13/15)

Sponsorship

Project Name	Input	Outcome	Long-term Impact
Supporting the operations of institutions, associations, or school clubs aligned with our values	NT$4,810,155	Approximately 40 relevant advancing organizations benefited	• Stabilizing disadvantaged children and youth's schooling and self-development (SDGs 4/10); returning high-concern students to school and fostering positive growth (SDGs 4/10); enhancing the care quality and long-term companionship stability of orphanages (SDGs 4/10); narrowing the urban-rural arts and culture gap and promoting arts equity (SDGs 4/10/11)



Highlights of Hon Hai Education Foundation

Supporting the Disadvantaged and Educational Support

2,505 students | **4,300.3** million $NT | **5** corporations

Hon Hai Scholarship Program (Three-Dimensional Support for Educational Poverty Alleviation)

Project Background and Purpose

Launched in 2017, the Hon Hai Scholarship Program is the largest all-age educational assistance initiative in Taiwan, focusing on school retention and the long-term development of economically disadvantaged students. In response to the high risk of school interruption faced by vulnerable students due to financial hardship, the program implements a comprehensive, cross-academic-system subsidy mechanism that drastically reduces the burden of tuition, fees, and living expenses, thereby safeguarding stable educational opportunities.

Beyond direct financial aid, the program strategically integrates growth empowerment workshops, peer-community building, and career development resources. This structured approach builds a complete support ecosystem extending from education to employment—helping students sharpen their competitive edge, achieve social mobility, and realize the core philosophy of poverty alleviation through education.

Action Plan and Investments

- **Annual Investment**: NT$46,650,925 invested in 2025, bringing our cumulative program investment to NT$370 million
- **Partners**: A total of 10 partners, including Topco Group, UP Young Cornerstone Corp., and PX Mart etc, and a collaborative network covering various social welfare organizations and schools

Execution Model

- **Scholarships and Financial Aid**: Tiered financial assistance tailored to different academic levels, from elementary school to master's and doctoral degrees.
- **Growth and Exchange Camp**: Designed for college and graduate students to enhance career readiness and cultivate psychological resilience.
- **Online Motivational Sharing Sessions**: Tailored for elementary, junior high, and high school students to build courage, foster self-confidence, and inspire future goals.
- **Alumni Digital Community Management**: A dedicated platform for past college, master's, and doctoral recipients to facilitate professional networking and resource sharing.
- **Career Matchmaking**: An enterprise priority interview mechanism that actively connects students with employment opportunities.
- **Holistic Empowerment**: Focused on elevating soft skills, including peer-to-peer connection, communication, and emotional/psychological support.

Quantitative Performance

- **Total Beneficiary Students (2025)**: 2,505 individuals (totalling NT$43,003,000 in grants)
- **Distribution Across Academic Levels**:
  Elementary School: 533 students (NT$4,264,000)
  Junior High School: 638 students (NT$5,104,000)
  High/Vocational School: 686 students (NT$13,720,000)
  College and Postgraduate (Master's/Ph.D.): 648 students (NT$19,915,000)
- **Growth and Exchange Camp**: 1 session, 90 active participants, achieving a satisfaction rating of 4.57.
- **Online Motivational Sharing Sessions**: 3 sessions, 629 participants spanning 127 schools, achieving a satisfaction rating of 4.7

Social Impact

- **Promoting Educational Equality**: By relaxing strict application criteria, the program actively supports marginal households and families in challenging circumstances who fall outside traditional government aid, filling critical gaps in the social safety net.
- **Securing Student Retention**: Reducing the financial pressure on disadvantaged students to work part-time, allowing them to focus fully on their academics and pursue higher education.
- **Strengthening Confidence and Resilience**: Empowering students with the tools to handle stress and recognize their self-worth through specialized courses and peer benchmarking.
- **Driving Employment and Social Mobility**: The "Priority Interview" mechanism bridges the transition from graduation to career, creating genuine avenues for upward social mobility.
- **Building a Sustained Support Network**: Digital alumni communities minimize feelings of social isolation by fostering cross-cohort exchanges and continuous resource sharing

Future Outlook

- Broaden our network of corporate partners to further enhance internship and employment matchmaking outcomes.
- Optimize our digital community management and establish long-term tracking and social impact assessment systems.
- Expand our range of empowerment courses, with a focus on deepening psychological resilience and workplace readiness.
- Continue championing educational poverty alleviation and social inclusion, actively aligning our efforts with SDGs.

Correspondiing SDGs







Hon Hai Starlight Program

Project Background and Purpose

Launched in 2022, the "Hon Hai Starlight Program" focuses on providing after-school academic and life support for children from disadvantaged families. The initiative directly addresses the critical challenges these children face after school hours, including a lack of parental care, inadequate meals, and insufficient educational resources.

At the core of the program are one-on-one academic tutoring and long-term, localized companionship. By delivering customized remedial instruction alongside systematic educational support, the program helps children stabilize their learning progress, build self-confidence, and narrow the educational resource gap, ultimately empowering them to transform their futures through education.

Action Plan and Investments

- **Annual Investment**: NT$35,060,000.
- **Partnership Network**: Integrated multi-party resources by collaborating with schools, local community centers, churches, government departments, specialized educational institutions (such as the Sharestart Education Foundation), NPOs, and corporate volunteers
- **Execution Model**:

  Operational Tutoring Centers: Managed 31 tutoring centers across Taiwan, providing safe after-school care, nutritious dinners, and quiet learning spaces for children.

  One-on-One Remedial Teaching: Provided customized tutoring sessions twice a week, adapting learning materials and teaching paces to match each student's individual level.

  Teacher Training and Supervisory Teams: Conducted professional teacher training courses and established teaching supervision and feedback mechanisms to systematically guarantee high instructional quality.

  Digital Management System: Implemented a dedicated digital tutoring platform to streamline and integrate schedules, attendance, and student learning records.

  Localized Companionship: Leveraged local tutoring centers to provide daily care and emotional support, creating a reliable safety net for students.

  Cross-Sector Resource Integration: Connected government bodies, academic institutions, and social welfare organizations to jointly strengthen the educational support network



Quantitative Performance

- **Student beneficiaries in 2025**: 437 students (cumulative total of 1,438 individuals from 2022 to 2025)
- **Operational Scale**: Expanded to 31 tutoring centers across multiple counties and cities in Taiwan.
- **Teachers and Training**:

  Registered 1,575 one-on-one teachers (representing a robust 20.4% increase year-on-year).

  Organized 5 professional teacher training workshops, achieving an outstanding satisfaction rating of 4.63

- **Site support**:

  Digital systems supported the completion of 12,361 one-on-one teaching sessions

  Organized 16 Satir workshops for service personnel at the sites, with a total of 370 participants

  Delivered 15 dedicated, volunteer-led psychological counselling sessions tailored for high-care-needs students

  Hosted 3 summer legal literacy workshops led by Foxconn volunteer lawyers, helping vulnerable students build critical legal and self-protection awareness

- **Academic and Learning Outcomes**:

  94.2% of students reported that the tutoring program significantly aided their academic progress

  86.7% of students expressed a strong desire to continue participating in the program

  88.2% of students demonstrated measurable academic improvement compared to the beginning of the semester.

  88% of students successfully raised their grades in at least one subject (with 59% of these students improving by more than 20 points).



Social Impact

- **Bridging After-School Care Gaps**: By providing nutritious dinners, personal companionship, and dedicated study spaces, the program creates a secure "second home" for disadvantaged children.
- **Narrowing the Educational Divide**: Leveraging customized one-on-one instruction and structured technological assessments to directly enhance students' learning outcomes and comprehension capabilities.
- **Boosting Motivation and Self-Esteem**: The majority of participating students reported a marked increase in both their academic understanding and overall personal self-confidence.
- **Fostering Multi-Party Collaboration**: Seamlessly linking government, school, community, and corporate resources to construct a highly resilient, long-term support ecosystem.
- **Cultivating a Sustainable Educational Model**: Utilizing standardized management workflows and robust teacher empowerment initiatives to continuously enhance the program's scalability and operational stability.

Future Outlook

- Expand Program Coverage: Continuously increase the enrolment of disadvantaged students receiving after-school tutoring services.
- Enhance Digital Infrastructure: Upgrade our digital learning and management systems to improve operational efficiency as the program scales up.
- Deepen Quality Management: Strengthen teacher training systems and academic quality control mechanisms to maintain high instructional standards.
- Broaden Cross-Sector Synergy: Expand collaborations across government, academia, and private enterprises to maximize resource integration and collective impact.

Correspondiing SDGs



Educational Inclusion and Talent Empowerment

High School Quantum Education Promotion Project

Project Background and Purpose

The "High School Quantum Education Promotion Project" is strategically focused on cultivating forward-looking technology talents. Quantum science—spanning quantum computing, quantum communications, and quantum sensing—stands as the key technology of the next generation. However, because quantum concepts are not yet widely integrated into formal junior high or high school curricula and textbooks, secondary students currently have very limited exposure to this cutting-edge field.

To bridge this gap, the project implements a dual-track model of Student Camps and Teacher Training. This model successfully integrates quantum science into the high school curriculum, helping students build cross-disciplinary technological literacy while systematically empowering educators. Ultimately, this drives the downward rooting of forward-looking Tech Education and cultivates the strategic talent pipeline needed for future industries.

Action Plan and Investments

- **Annual Investment**: NT$285,807
- **Partnership Network**: Collaborated with premier academic and research institutions, including National Taiwan University, the IBM Quantum Computer Center, the Quantum Information Center at Chung Yuan Christian University, and the Taiwan Association of Quantum Computing and Information Technology, alongside the Education Bureaus of Tainan City and New Taipei City.



Execution Model

- High School Students' Summer Quantum Computing Learning Camp: Offered in a hybrid format (combining in-person and online classrooms) to maximize engagement.
- High School Quantum Teacher Training (Basic Course): Co-organized with local Education Bureaus to introduce fundamental quantum concepts to educators.
- High School Quantum Advanced Teacher Training Camp: Focused on deepening educators' teaching abilities and curriculum transformation capabilities.
- Talent Inspiration and Educator Empowerment: Designed to simultaneously inspire students' interest in cutting-edge science and enhance teachers' professional competencies.
- Curriculum Development Support: Provided high school teachers with the foundational knowledge and pedagogical tools required to build school-specific quantum lessons.
- **High School Quantum Summer Learning Camp**: Attracted 482 applicants, with 120 students admitted (60 in-person and 60 online), achieving a high course satisfaction score of 4.3.
- **Quantum Teacher Training Basic Course (Tainan)**: Engaged 10 to 14 teachers across 24 total training hours, achieving an exceptional satisfaction rating of 4.9.
- **Quantum Advanced Teacher Training Camp (New Taipei City)**: Engaged 14 teachers, achieving a satisfaction rating of 4.7.
- **Long-Term Cumulative Impact (2020–2025)**: Successfully trained 126 teachers with cumulative classroom instruction reaching 222 hours.



Social Impact

- **Democratizing Cutting-Edge Science**: Successfully lowered the academic threshold of quantum technology from university-level research down to high school classrooms, enhancing the depth of secondary science education.
- **Nurturing Interdisciplinary Talent**: Guided students to understand the powerful linkages between quantum mechanics, future industries, information technology, and scientific research, sparking early-stage curiosity.
- **Enhancing Educator Pedagogical Capacity**: Empowered secondary teachers with solid foundational quantum principles and the ability to convert complex scientific concepts into approachable classroom lessons.
- **Maximizing Educational Accessibility**: Utilized a hybrid physical-and-digital model to bypass geographic boundaries, enabling students from diverse regions to access elite educational resources.
- **Strengthening the Tech Education Ecosystem**: Linked universities, research centers, and municipal education authorities to construct a robust, collaborative network for technology education.

Correspondiing SDGs



AI Curriculum Promotion for Junior/Senior High Schools

Project Background and Purpose

First launched in 2021 for high schools and expanded to junior high schools in 2022, the promotion of AI Curriculum for Junior and Senior High Schools directly addresses the challenges secondary schools face—such as outdated materials, lack of trained teachers, and limited hands-on teaching tools—amid the rapid evolution of artificial intelligence.

By integrating structured AI courses into secondary school classrooms and providing custom textbooks, flexible course modules, and robust teacher support, the project helps students grasp fundamental AI concepts and practical use cases while cultivating computational thinking and digital literacy. Concurrently, through teacher empowerment programs and educator advocacy, we lower the barrier to introducing AI education, establishing a sustainable, scalable teaching model for schools.

Action Plan and Investments

- **Annual Investment**: NT$400,000.
- **Partnership Network**: Partnered with National Taiwan Normal University, the Institute for Information Industry (III), participating junior and senior high schools, and dedicated secondary school educators.
- **Execution Model**:

AI High School Integration: Deployed the "Introduction to Artificial Intelligence" curriculum into campuses via micro-courses and diverse elective options.

AI Junior High Integration: Utilized customized AI-themed comics, interactive games, and visual presentations to make learning highly accessible.

AI GO High School Practical Camp: Provided high school students with immersive, hands-on experiences and applied learning projects in artificial intelligence.

Principal Workshops and Academic Advocacy: Empowered school leaders and educators, strengthening administrative decision-making and practical classroom implementation.

Teacher Communities and Resource Platforms: Supported professional teaching communities and sharing platforms to facilitate the exchange of lesson plans and best practices.



Industry-Academia Textbook Development: Integrated academic and industrial expertise to develop and distribute forward-looking educational materials.

Future Outlook

- Continuously expand the network of participating schools to increase student coverage for AI coursework.
- Optimize textbook content and modular lesson plans, with a strong focus on enhancing hands-on learning experience.
- Deepen the engagement within secondary teacher communities and upgrade our instructional support mechanisms.
- Expand student practical camps and provide more opportunities for real-world AI applications.

Quantitative Performance

- **High School AI Integration**: Deployed in 20 school sessions, benefiting 484 students.
- **Junior High AI Integration**: Deployed in 18 school sessions, benefiting 548 students.
- **AIGO High School Practical Camp**: 1 session, engaging 23 high school students.
- **Principal Workshops and Academic Advocacy**: 1 session, engaging 22 key academic figures (including 19 principals and 3 teachers).
- **Long-Term Cumulative Impact (2021–2025)**: Successfully reached 187 school sessions and engaged 7,192 students in AI coursework.

Social Impact

- **Democratizing AI Education**: Successfully embedded artificial intelligence courses into the formal curricula of secondary schools, significantly expanding students' early exposure to technology.
- **Strengthening Digital Literacy**: Blended theory with hands-on practice, elevating students' actual comprehension and application capabilities regarding AI technologies.
- **Lowering Learning Barriers**: Utilized creative formats like comics and gamified learning to transform complex technical concepts into approachable, engaging content.
- **Empowering Teachers and Administrators**: Provided decision-makers and frontline educators with the specialized materials and training required to drive campus-wide tech initiatives.
- **Fostering Educational Innovation**: Integrated academic research and corporate resources to establish a sustainable, industry-aligned educational model.



Correspondiing SDGs



Tech Education and Technology Equality

Rural and Disadvantaged AI Grassroots Initiative

Project Background and Purpose

First launched in 2021, the " Rural and Disadvantaged AI Grassroots Initiative " project is specifically designed to narrow the digital divide between urban and rural schools. It directly addresses the critical challenges remote educational institutions face when attempting to implement AI and robotics training, such as severe equipment shortages, a lack of specialized teachers, and constrained instructional budgets.

By introducing structured AI and robotics hands-on curricula—and combining them with local teacher training, school club counselling, and tournament sponsorship—the project empowers remote students to transition from mere "exposure to technology" to active, practical application. This systematic approach nurtures logical thinking, enhances problem-solving skills, and opens new pathways for academic advancement and future career opportunities.

Action Plan and Investments

- **Annual Investment**: NT$3,470,627.
- **Partnership Network**: Collaborated with the Taiwan Yushan Robotics Association, National Central University (specifically its Special Scientific Talent Cultivation Program), remote junior high schools, and Foxconn corporate volunteers.
- **Execution Model**:
  - Remote AI Workshops: Conducted introductory training camps focusing on basic AI and robotics hands-on activities.
  - AI Robotics Clubs: Sponsored long-term extracurricular clubs on campus to build students' skills and embed permanent instructional programs in schools.
  - Multi-Level Teacher Training: Offered basic and advanced training programs to systematically elevate local teaching capabilities.
  - Corporate Volunteer Program: Mobilized Foxconn employees to act as classroom teaching assistants, directly supporting instruction and lab sessions.
  - Technology Competitions: Promoted participation in regional and national robotics tournaments to validate and celebrate student learning.
  - Digital and Equipment Support: Provided vital hardware, teaching tools, updated textbooks, and peer sharing platforms.

Quantitative Performance

- **Remote AI Workshops**: Hosted 10 sessions with 138 participating students, achieving an outstanding satisfaction rating of 4.5 from students and 4.7 from teachers.
- **AI Robotics Clubs**: Supported 14 school clubs engaging 193 students; teams participated in 35 tournaments, securing 59 awards.
- **Teacher Training**: Engaged 21 teachers across 60 total participant-sessions, achieving an average satisfaction rating of 4.8.
- **Volunteer Mobilization**: Engaged 15 corporate volunteers who contributed 68 hours across 17 sessions, achieving a volunteer satisfaction rating of 4.8.
- **Online Showcase & Tournament**: 48 teams successfully completed and submitted robotics projects.
- **Long-Term Cumulative Impact (2021–2025)**: Reached 51 remote schools, supporting teams in entering 113 tournaments and winning 177 awards.

Social Impact

- **Narrowing the Urban-Rural Digital Divide**: Infused high-quality artificial intelligence and robotics hardware and software resources directly into remote campuses, significantly expanding educational accessibility.
- **Cultivating Critical Skills**: Enhanced students' logical thinking, creative design, and complex problem-solving capabilities through rigorous hands-on projects and competitive teamwork.
- **Building Local Educational Capacity**: Empowered local teachers and established structured school clubs to guarantee that AI education is sustained independently within the schools.
- **Boosting Confidence and Motivation**: Achieving tangible success in competitive arenas and gaining hands-on technical proficiency boosted students' self-esteem and expanded their future career aspirations.
- **Unlocking Corporate Philanthropic Value**: Seamlessly leveraged employee technical expertise to amplify the positive social impact of our educational philanthropy.

Future Outlook

- Continuously expand the network of remote school partners and increase the number of sponsored robotics club locations.
- Incorporate more advanced modules and deeper practical content into the AI and robotics curricula.
- Strengthen the local teacher training architecture and support networks.
- Enlarge our competition support and exhibition platforms to boost long-term learning momentum among students.

Correspondiing SDGs





Hon Hai Technology Awards

Project Background and Purpose

Established in 2021, the "Hon Hai Technology Awards" is dedicated to supporting elite master's and doctoral researchers in cutting-edge technological fields, addressing the dual trends of intensifying global technological competition and the soaring demand for high-end R&D talent. The initiative focuses on critical, next-generation technologies—including smart electric vehicles, key EV components (battery, motor, and electric control), semiconductors, artificial intelligence, next-generation communications, low Earth orbit (LEO) satellites, digital health, quantum computing, quantum hardware, and cybersecurity—with the ultimate goal of strengthening Taiwan's competitive position in global technology supply chains.

Given that high-end scientific research is inherently resource-intensive and requires long-term commitments, a gap often exists between academic research and actual industrial application. The project addresses this by providing premium research grants alongside a dedicated industry-academia bridging mechanism. This allows outstanding postgraduate students to focus entirely on frontier research while aligning academic breakthroughs with actual market needs, accelerating the commercialization of next-generation technologies and cultivating world-class technology leaders.

Action Plan and Investments

- **Annual Investment**: NT$6,964,860.
- **Partnership Network**: Collaborated with the Foxconn Research Institute (encompassing its Artificial Intelligence, Semiconductor, Next-Generation Communications, Cybersecurity, and Quantum Computing Institutes, alongside the Ion Trap Laboratory), various Foxconn Group business units, and leading academic institutions, including National Taiwan University, National Tsing Hua University, National Yang Ming Chiao Tung University, and National Taiwan University of Science and Technology.
- **Execution Model**:
  - Frontier Field Submissions: Targeted 10 key technical areas, attracting applications from elite R&D talents both domestically and internationally.
  - Dual-Track Review: Implemented a multi-stage evaluation process featuring a panel of prominent academic experts alongside senior corporate executives.
  - Premium Research Grants: Awarded a substantial, single prize of NT$250,000 per recipient to support their research.
  - Award Ceremony and Networking: Created a premium dialogue platform facilitating direct exchanges between award winners, top scholars, and industry leaders.
  - Career Integration Pathways: Provided hands-on platforms and real-world corporate practice opportunities within frontier technology fields.
  - Alumni Network & Long-Term Connection: Built a tracking and networking mechanism to maintain active relationships with past high-end R&D talents.

Correspondiing SDGs



Quantitative Performance

- **2025 Award Winners**: 21 recipients (each receiving NT$250,000).
- **Cumulative Impact (2021–2025)**: Funded 101 grant-instances, successfully nurturing 98 elite research talents.
- **Talent Characteristics**: Recipients comprise master's and doctoral students from prestigious domestic and global universities, highly specialized in high-barrier fields like AI, semiconductors, and quantum science.

Social Impact

- **Empowering Elite R&D Talent**: Provided crucial financial security, allowing young scholars to dedicate themselves fully to long-term, frontier research.
- **Fostering Industry-Academia Synergy**: Accelerated the translation of academic breakthroughs into industrial applications through joint evaluations and technical exchanges with industry experts.
- **Fuelling Industrial Innovation**: Targeted key technological breakthroughs to solidify the foundational infrastructure needed for next-generation industrial growth.
- **Enhancing Talent Development and Retention:** Created direct pathways from graduation to career alongside hands-on corporate training, successfully retaining top-tier talent.
- **Building a National-Level Talent Pool**: Accumulated a robust, highly competitive domestic repository of world-class high-tech researchers.

Future Outlook

- Continuously monitor global technology trends to refine and optimize our award and evaluation strategies.
- Deepen industry-academia collaboration models to further accelerate the practical, real-world deployment of research findings.
- Establish a comprehensive, long-term alumni tracking and social impact assessment mechanism.





Tech Education Tour and Industry-Academia Linkage Project

Project Background and Purpose

To enhance the understanding of cutting-edge technologies and future industry trends among youth, educators, and the academic community, the Hon Hai Education Foundation continued to leverage and integrate the Group's state-of-the-art technology demonstration spaces in 2025. Through diverse platforms—including the Smart City Summit & Expo, Hon Hai Tech Day (HHTD), and Hon Hai Showroom tours—we have established an immersive learning platform that seamlessly blends hands-on technology experiences, industrial awareness, and educational collaboration.

The project focuses on critical technology sectors such as smart cities, electric vehicles, artificial intelligence, digital health, smart manufacturing, and smart energy. Through guided on-site tours, technical demonstrations, and interactive exchanges, the program helps students and educators grasp the pulse of the high-tech sector, expanding their understanding of future career paths and industrial innovations. Furthermore, by inviting high school, university, and educational partners to participate in Hon Hai Tech Day, the Foundation bridges secondary education, higher academic research, and frontier industry practices. This deepens industry-academia dialogue and continually amplifies the social impact of our sustainable talent cultivation.

Action Plan and Investments

- **Cooperation Platforms**: Taipei Smart City Summit & Expo, Hon Hai Tech Day (HHTD), Hon Hai Showroom, and the Hon Hai Technology Pavilion.
- **Target Audience**: High/vocational school students and teachers, AIGO high school student cohorts, members of the Ministry of Education's Lifelong Learning Circle, Foundation partners, academic representatives, overseas education delegations, and past Hon Hai Technology Awards recipients.
- **Execution Model**:

  Tech Expo Guided Tours: Invited secondary school teachers and students to tour the Hon Hai exhibition area at the Taipei Smart City Summit & Expo, demonstrating real-world applications in smart cities, electric vehicles, digital health, and smart energy.

  Corporate Venue Site Visits: Arranged educational tours of the Hon Hai Showroom and Technology Pavilion, providing deep dives into the Group's technological layout and practical applications in AI, smart manufacturing, electric vehicles, digital health, and smart cities.

  HHTD Academic-Industry Dialogues: Invited high-end scientific researchers, educational policy decision-makers, and public welfare educational partners to Hon Hai Tech Day, fostering multi-dimensional exchanges between academia, secondary education, and industry.

  Talent Bridging Platform: Established a dedicated talent bridging mechanism connecting high school education, higher education research, and industrial practice through customized invitations and cross-disciplinary exchanges.

Quantitative Performance

- **Smart City Expo and Technology Pavilion Tours**: Hosted 3 tour sessions on March 19, 2025, for 87 secondary school teachers and students (including 30 from Zhongshan Girls' High School and 57 across two sessions from Yongchun High School).
- **Showroom Educational Tours**: Managed 5 distinct educational tours involving 149 participants, including information technology students from New Taipei Municipal Zhangshu International Creative Technical High School, AIGO high school student cohorts, members of the MOE's Lifelong Learning Circle, the AAEON Foundation, and a Thailand education delegation.
- **AIGO Corporate Site Visit**: Conducted 1 specialized tour on July 31, 2025, for 39 AIGO high school students.
- **HHTD Invitational Outcomes**: Extended invitations to 174 cross-disciplinary key figures, resulting in the successful physical attendance of 46 elite research talents and educational decision-makers at Hon Hai Tech Day.

Social Impact

- **Broadening Tech Education Horizons**: Raised technological literacy and awareness among young students and educators regarding advanced fields like smart cities, artificial intelligence, electric vehicles, and digital health through hands-on expo and corporate tours.
- **Strengthening Academic-Industry Linkages**: Directly connected high school education with higher academic research and cutting-edge industrial practices, accelerating the alignment of the formal education system with real-world industry demands.
- **Amplifying Educational Spillover Effects:** Reached a broad range of domestic schools, local educational groups, and international representatives, expanding the geographical reach and impact of tech education.
- **Fostering a Cross-Sector Dialogue Platform**: Facilitated direct communication and knowledge exchange among scientific researchers, educators, and industry professionals through premium platforms like Hon Hai Tech Day.
- **Supporting Sustainable Talent Development**: Systematically introduced corporate resources and state-of-the-art showcase platforms to help students gain early exposure to future industry trends, solidifying the foundation for scientific and technical talent development.

Future Outlook

- Continuously integrate the Group's technology displays and corporate venue resources to expand the diversity, reach, and size of our educational tours and industry-academia exchanges.
- Deepen cooperative relationships with schools, educational institutions, and public welfare partners to strengthen the alignment of tech education with real-world industrial practices.
- Build a more structured, age-appropriate technology talent cultivation path through customized visit and dialogue mechanisms.
- Establish a system to track participant feedback and long-term impact to continuously optimize our technology education promotion models.





Ecological Sustainability

Project Background and Purpose

The "Ecological Restoration and Environmental Education Promotion Project" focuses on the long-term advancement of biodiversity protection and carbon sink research, directly addressing global challenges such as climate change and the loss of natural capital. The initiative is dedicated to strengthening ecosystem restoration and sustainable land management capabilities.

By integrating environmental education with scientific research practices, the project trains environmental education seed teachers and promotes the Satoyama ecological learning site, successfully translating ecological conservation knowledge into actionable educational models and behaviours. Concurrently, the project deepens scientific research into carbon sinks to foster the sustainable use of natural resources and build robust climate adaptation capabilities.

Action Plan and Investments

- **Annual Investment**: NT$5,600,000.
- **Partnership Network**: Partnered with National Taiwan University (under a three-year industry-academia collaboration project).
- **Execution Model**:

Environmental Education Teacher Training (Satoyama Academy): Focused on cultivating key competencies in ecological science and environmental pedagogy.

Ecological Site Tours and Trail Teaching: Guided on-site field visits to foster hands-on learning in natural environments.

Gamified and Experiential Learning Design: Built interactive educational modules to make conservation concepts engaging and memorable.

Ecological Restoration and Carbon Sink Research: Promoted scientific investigations to support biodiversity and measure carbon absorption.

Integration of Education and Scientific Research: Utilized an academic-industry partnership model to bridge empirical research with community education.

Quantitative Performance

- **Environmental Education Teacher Training**: Hosted 1 comprehensive workshop in Tainan, engaging approximately 20 elementary and junior high school teachers from Taoyuan.
- **Teacher Training Effectiveness**: Achieved a 100% course satisfaction rating, with all participating educators committing to integrating the course content into their future classroom curricula.
- **Satoyama Environmental Education Experience Activity**: Conducted 1 specialized event featuring 6 core curriculum modules, bringing together 20 research scientists and 80 employees with their families.

Social Impact

- **Advancing Ecological Restoration and Nature Conservation**: Actively protected diverse ecosystems and supported sustainable natural habitat management.
- **Enhancing Carbon Sink Literacy and Climate Awareness**: Strengthened the local education system's understanding of the carbon cycle, ecosystem benefits, and urgent climate issues.
- **Empowering Environmental Seed Teachers**: Established an educational advocacy network with strong cascading and multiplying effects.
- **Promoting Integrated Educational-Scientific Models**: Leveraged academic-industry partnerships to deepen empirical research and implement sustainable ESG solutions.
- **Raising Social Appreciation for Natural Capital**: Promoted the widespread awareness of environmental sustainability and successfully transformed knowledge into community action.

Future Outlook

- Maximize the utilization of the Satoyama learning site to elevate the quality, depth, and experience of field-based teaching.
- Deepen carbon sink scientific research and data applications, and establish a long-term social impact assessment framework.
- Expand the scope of industry-academia collaborations to develop and pilot innovative, cross-disciplinary sustainability solutions.

Correspondiing SDGs







Appendix

Appendix 1: Key ESG Quantitative Data Tables

Corporate Governance

Attendance Records of Group Board Members

Title	Name	Actual Attendance	Attendance by Proxy	Actual Attendance Rate (%)	Remarks
Chairman	Liu, Young-Way	8	0	100%	Re-elected
Director	Chang Ching-Jui	5	0	100%	Newly appointed
Director	Chiang, Shang-Yi	5	0	100%	Newly appointed
Director	Christina, Yee-Ru Liu	8	0	100%	Re-elected
Director	Wang, Charng-Yang	3	0	100%	Departed
Independent Director	Hwang Tsing-Yuan	8	0	100%	Re-elected
Independent Director	Wang Kuo-Cheng	8	0	100%	Re-elected
Independent Director	Liu, Len-yu	8	0	100%	Re-elected
Independent Director	Chen, Yue-Min	8	0	100%	Re-elected
Independent Director	Hsu, Tzu-Mei	5	0	100%	Newly appointed

Financial Performance

Item (NT$ thousand)	2024	2025
Operating revenue	6,859,615,493	8,103,104,763
Operating costs	(6,430,669,575)	(7,604,943,727)
Net operating gross profit	428,945,918	498,161,036
Income tax expense	(40,195,922)	(78,410,380)
R&D expenses	115,771,718,000	121,705,158,000
Cash flow ratio (%)	7.63%	8.37%
Cash reinvestment ratio (%)	3.27%	4.84%



Supply Chain Management

Total number of suppliers	3,089
Number of major suppliers	365
Number of major suppliers receiving support through development measures	300
Number of major suppliers assessed through desktop/on-site assessments	300
Number of major suppliers assessed as having significant actual/potential negative impacts	10
Number of major suppliers with significant actual/potential negative impacts that have agreed to corrective actions/improvement plans	10
Number of major suppliers with significant actual/potential negative impacts whose cooperation was terminated	3
Number of specific electronics suppliers certified for zero waste to landfill	26
Number of major electronics suppliers committed to using 100% renewable energy to manufacture Hon Hai products	56
Proportion of specific electronics suppliers implementing full material disclosure on the Supplier ESG Digital Management Platform	100%
RoHS & REACH compliance rate of key semiconductor material suppliers	100%
Number of labor and human rights audits conducted on electronics and mechanical component suppliers	629
Proportion of high-risk contracted suppliers guided to obtain ISO 45001 Occupational Health and Safety Management System certification	100%
Conflict minerals due diligence response rate of major electronics suppliers, specific mechanical component suppliers, and key semiconductor material suppliers	100%
Performance evaluation coverage rate of ESG initiatives (covering net-zero carbon, zero waste, green products, and labor and human rights) implemented by specific electronics and mechanical component suppliers	100%
Every-3-year audit coverage rate of specific mechanical component suppliers	97%
Annual reduction rate in total procurement quantity or total procurement value for ESG underperformers among major electronics suppliers, by major product category (covering active components, passive components, modules, PCBs, and wire connectors)	>2%

Innovation and Business Model Resilience

Overview of Group R&D Patents in 2025 (Unit: NT$ / Number of Patents)

Group total revenue

8,103,105,000,000

Group R&D expenses

121,705,158,000

New patents granted in 2025

2,528

Cumulative valid patents

25,479

Greenhouse Gas Emissions

Group Greenhouse Gas Emissions, 2022-2025

	2025	2024	2023	2022
GHG Scope 1	320,793.44	341,472.40	258,108.18	222,295
GHG Scope 2 - Location-based	5,984,161.72	6,012,680.13	5,442,507.49	/
GHG Scope 2 - Market-based	2,194,703.86	2,272,277.12	2,421,127	5,535,324
GHG Scope 3	19,878,636.99	20,265,302.49	/	27,175,367.83

2025 Group Greenhouse Gas Emissions by Region

	Unit	Mainland China	India	Southeast Asia	Americas	Europe Region (Europe + Middle East + Central Asia + Russia + Africa)	Northeast Asia Region (Taiwan + Japan/Korea + Australia/New Zealand + Other)	Total
GHG Scope 1	ton CO_2e	209,791.34	10,817.76	4,705.46	40,398.61	3,915.60	51,164.67	320,793.44
GHG Scope 2 - Location-based	ton CO_2e	4,879,141.96	211,157.68	520,387.94	162,303.35	31,049.44	180,121.34	5,984,161.72
GHG Scope 2 - Market-based	ton CO_2e	1,349,877.65	82,888.26	401,235.63	155,769.62	30,896.66	174,036.04	2,194,703.86
Total - Market-based	ton CO_2e	1,559,668.99	93,706.02	405,941.09	196,168.23	34,812.26	225,200.72	2,515,497.30

2025 Group Scope 1 and Scope 2 GHG Emissions Intensity

Scope 1	Total emissions(tCO_2e)	Intensity(tCO_2e / NT$ million)	Verification body
Parent company	427.6130	0.000053	PWC
Subsidiaries	320,365.8247	0.03954	PWC

GHG Scope 2 (Market-based)	Total emissions(tCO_2e)	Intensity(tCO_2e / NT$ million)	Verification body
Parent company	16,986.8799	0.0021	PWC
Subsidiaries	2,177,716.9819	0.2688	PWC

Air Quality

Group Volatile Organic Compound (VOC) Emissions Data, 2022-2025

	Unit	2025	2024	2023	2022
VOC emissions	tons	276.57	245.43	150.87	134.6
Coverage (percentage of denominator)	%	100	100	100	35

Energy Management

Group Energy Consumption Data, 2022-2025

	Unit	2025	2024	2023	2022
Non-renewable energy use	GWh	9,311.14	9,367.02	9760.69	10788.45
	Percentage of total consumption (%)	56.54	58.19	64.4	92.97
Renewable energy use	GWh	7,158.55	6728.96	5396.05	816.13
	Percentage of total consumption (%)	43.46	41.81	35.60	7.03
Energy intensity (Electricity consumption / Operating revenue)	MWh / NT$ million	1.29	2.35	2.46	1.75

2025 Group Non-renewable Energy Consumption

	Purchased non-renewable electricity		Fuel														
	Total electricity consumption		Natural gas			Gasoline			Diesel		LPG (Liquefied Petroleum Gas)				LNG (Liquefied Natural Gas)		
	GWh	Gigajoules (GJ)	Thousand cubic meters	GWH	tons	Gigajoules (GJ)	cubic meters	liters	Gigajoules (GJ)	cubic meters	Gigajoules (GJ)	liters	tons	Gigajoules (GJ)	tons	Gigajoules (GJ)	Gigajoules (GJ)
Mainland China	6,483.24	23,339,658	51548.86804			2,015,663.84	3037.061822		95,909.80	2,865.38	103.11			0.00	2,008.71	103,769.90	2,215,446.66
Northeast Asia	355.5715933	1,280,058	2218.6548			86,753.84	48.460924		1,530.39	3.81	0.14		44.35	2,235.34			97,002.94
Southeast Asia	887.2407456	3,194,067	83.606		42.66	5,594.54	125.80365		3,972.85	335.51	12.07		512.95	25,852.73			35,787.77
India	195.3162192	703,138					0.16678		5.27	1,090.34	39.24		237.52	11,971.01			12,902.75
Americas	431.6720645	1,554,019	9526.714276	86.95598542		685,555.13	143.1911223		4,521.95	185.12	6.66	75,505.01	6.64	2,389.67			692,668.73
Europe	94.59178641	340,530	969.790655	4.113122374		52,727.99	225.5444449		7,122.65	84.29	3.03	106,811.00		2,906.97			63,192.32
Total	8,447.63	30,411,470	64347.63377	91.0691078		2,846,295.34	3580.228744		113,062.91	4564.4581	164.25	182,316.01	801.46	45,355.72	2,008.71	103,769.90	3,108,742.72

Group Renewable Energy Consumption Data, 2022-2025

Energy Category	Unit	2025	2024	2023	2022
Total installed capacity of renewable energy generation	MW	383.55	332.90	325.82	260.55
Renewable energy generation	GWh	350.95	267.97	320.75	290.00
Direct procurement of renewable electricity	GWh	1,870.28	1,396.82	559.16	31.00
Renewable energy purchased via power trading with Renewable Energy Certificates obtained	GWh	4,849.15	4,996.35	4410.32	461.00
Purchase of other renewable energy	GWh	88.17	67.83	105.81	34.11
Total renewable energy consumption	GWh	7,158.55	6,728.96	5,396.05	816.00
Total energy consumption	GWh	16,469.70	16,095.98	13,243.69	11,604.45
Renewable energy ratio	%	43.46%	41.80%	35.60%	7.03%

Water Resource Management

Water Consumption and Annual Reduction Target Achievement, 2021-2025

Item	Unit	2025	2024	2023	2022	2021
Water consumption	Million liters	77,832.53	82,690.39	85,234.80	91,470.70	87,706.00
Water Consumption and Annual Reduction Target Achievement Over the Past 5 Years	%	100	100	100	100	100
Intensity	Liters / NT$ million	9.55	12.05	13.83	13.80	14.63
Intensity reduction target	Ratio	6%	4.50%	3%	1.5%	1%
Actual intensity reduction achieved	Ratio	25.6%	25.54%	14.56%	14.74%	9.61%
Target achieved	-	Achieved	Achieved	Achieved	Achieved	Achieved

2025 Water Withdrawal and Discharge (Unit: Million liters)

Category		All water-stressed areas	Other areas	Total
Water Withdrawal by Source	Surface water	-	-	-
	Groundwater	283.57	-	283,574
	Third-party water sources	77,548.96	-	77,548.9
Total water withdrawal		77,832.53	-	77,832,531
Water Discharge by Category	Freshwater: Domestic use	63,589.84	-	63,589.84
	Freshwater: Industrial use	13,282.15	-	13,282,150
	Other water	-	-	-
Total water discharge		76,871.9		76,871.99
Water Consumption by Category	Freshwater	960.54	-	960.54
	Other water	-	-	-
Total water consumption		960.54	-	960.54

Waste Management

Total Waste Volume, 2022-2025 (Unit: tonnes)

Treatment Method	2025	2024	2023	2022
Landfill	13,078.00	23,965.00	18,140.00	13,078.00
Incineration (with energy recovery)	54,564.46	55,005.00	58,230.00	60,358.00
Incineration (without energy recovery)	3,741.39	2,388.00	8,090.00	
Composting	16,799.12	15,887.00	21,730.00	28,416.00
Anaerobic digestion	6,691.83	4,533.00	12,660.00	
Recycling	777,324.08	618,487.00	552,000.00	695,619.00
Other	20,982.00	9,950.00	22,600.00	20,982.00
Total	897,862.71	730,215.00	693,450.00	818,453.00

Hazardous Waste Disposal Method, 2023-2025 (Unit: tonnes)

Treatment Method	2025	2024	2023
Landfill	1,818.23	2,422.20	3,930.00
Incineration (with energy recovery)	10,633.51	20,781.17	12,770.00
Incineration (without energy recovery)	1,121.11	1,166.49	1,150.00
Composting	0.00	0.00	0.00
Anaerobic digestion	0.00	24.52	3.00
Recycling	109,116.94	133,164.00	91,520.00
Other	2,106.37	370.44	2,690.00
Total	124,796.16	157,928.82	112,063.00

Sustainable Raw Materials and Circular Economy

Key Performance in Resource Circularity, Sustainable Raw Materials, and Product Management

Category	Key Performance Indicator	2025 Performance
Sustainable Raw Materials	Total aluminum usage (tonnes)	110,584
Sustainable Raw Materials	Proportion of recycled sources for aluminum (%)	68%
Sustainable Raw Materials	Total copper usage (tonnes)	13,068
Sustainable Raw Materials	Proportion of recycled sources for copper (%)	2%
Sustainable Raw Materials	Total iron/steel usage (tonnes)	225,136
Sustainable Raw Materials	Proportion of recycled sources for iron/steel (%)	3%
Green Products	Proportion of sold products with reusability (FII)	100%
Green Products	Proportion of product models with actually introduced recycled materials to total product lines (FII)	7%

Talent Attraction, Development, and Retention

2025 Group Workforce Structure (New Hires)- Percentage by Gender, Contract Type, Employment Type, and Dispatched Workers

Contract Type	Employment Type	Male	Female	Total
Direct employees	Full-time	43.40%	29.68%	73.08%
	Part-time	0.07%	0.05%	0.12%
	Permanent Contract	30.83%	21.32%	52.15%
	Fixed-term Contract	12.53%	8.52%	21.05%
Dispatched Employees	Indirect Labor	0.09%	0.70%	0.79%
	Direct Labor	12.56%	13.46%	26.02%

2025 Group Workforce Structure (New Hires)- Gender, Age Share

Gender	Age	2022	2023	2024	2025
Male	< 30 years old	56%	58%	63%	68%
	30-50 years old	43%	41%	36%	31%
	> 50 years old	1%	1%	1%	1%
Female	< 30 years old	50%	54%	57%	62%
	30-50 years old	49%	45%	43%	36%
	> 50 years old	1%	1%	1%	2%

2025 Group Workforce Structure (Departures)- Gender, Age Share

Gender	Age	2022	2023	2024	2025
Male	< 30 years old	61%	57%	59%	61%
	30-50 years old	38%	42%	40%	37%
	> 50 years old	1%	1%	1%	2%
Female	< 30 years old	48%	48%	50%	63%
	30-50 years old	50%	49%	46%	35%
	> 50 years old	2%	3%	3%	2%

2025 Group Turnover - Turnover Rate and Gender Share

Category	Indicator	Gender	Percentage
IDL	Voluntary turnover	Male	5.30%
	Involuntary turnover	Male	0.57%
	Voluntary turnover	Female	4.32%
	Involuntary turnover	Female	0.30%
	Overall voluntary turnover rate	—	4.90%
	Overall involuntary turnover rate	—	0.46%
	Overall turnover rate (voluntary + involuntary)	—	5.36%
DL	Voluntary turnover	Male	18.90%
	Involuntary turnover	Male	0.53%
	Voluntary turnover	Female	10.55%
	Involuntary turnover	Female	0.34%
	Overall voluntary turnover rate	—	29.45%
	Overall involuntary turnover rate	—	0.87%
	Overall turnover rate (voluntary + involuntary)	—	30.32%

2025 Group Internal Transfer - Gender and Age Share

Gender	Age	2025
Male	< 30 years old	5.0%
	30-50 years old	13.1%
	> 50 years old	0.7%
Female	< 30 years old	2.4%
	30-50 years old	5.1%
	> 50 years old	0.2%

Company 2025 Parental Leave Implementation

Application Rate	Male	Number eligible to apply for parental leave in 2025	14,465
		Number actually applying for parental leave in 2025	10,969
		Application rate	76%
	Female	Number eligible to apply for parental leave in 2025	15,361
		Number actually applying for parental leave in 2025	13,168
		Application rate	86%
Reinstatement Rate	Male	Number expected to return after parental (maternity) leave in 2025	10,083
		Number actually applying to return after parental (maternity) leave in 2025	10,012
		Reinstatement rate	99%
	Female	Number expected to return after parental (maternity) leave in 2025	12,429
		Number actually applying to return after parental (maternity) leave in 2025	12,026
		Reinstatement rate	97%
Retention Rate After Leave	Male	Number reinstated in 2024	9,778
		Number reinstated in 2024 and remaining for one full year	7,964
		Retention rate	81%
	Female	Number reinstated in 2024	12,875
		Number reinstated in 2024 and remaining for one full year	9,600
		Retention rate	75%

Diversity and Inclusion

Proportion of Women in Management Positions, 2022–2025 (%)

Management Level	2022	2023	2024	2025
General employees	36.25	37.16	36.47	37.68
All management	30.68	31.16	30.74	28.98
Entry-level Management	30.05	30.03	29.7	29.37
Middle-level managers	37.56	45.99	38.37	24.63
Senior Management	14.68	19.4	12.03	29.02
Management Positions in Revenue-Generating Functions	33.73	34.91	34.64	29.95
Management Positions in STEM-related Positions	20.71	19.82	18.39	19.82



Occupational Health and Safety

Group Chemical Use Information, 2023–2025 (Unit: tonnes)

	2025			2024			2023		
	Production use	Non-production use	Laboratory use	Production use	Non-production use	Laboratory use	Production use	Non-production use	Laboratory use
Mainland China	80,143	22,386	11	85,237	21,427	9	87,150	22,157	13
Southeast Asia	4,093	699	5	1,052	619	0.44	3,223	576	0.14
Northeast Asia	2,496	412	9	1,119	447	9	788	511	1
India	371	167	2	550	14	0.1	186	48	0.1
Americas	543	288	0.4	450	273	0.3	804	236	0.3
Europe	76	4	0	41	4	0	25	5	0
Total			111,705			111,251			115,724

Group Work-related Injury Indicators Statistics, 2022-2025

Category	Employee Type	Unit	2025	2024	2023	2022
Occupational fatality rate	Employees	Number	0	0	0	0
		Rate	0	0	0	0
	Contractors	Number	3	0	0	0
		Rate	0.0007	0	0	0
Recordable occupational injury rate	Employees	Number	210	214	267	191
		Rate	0.024	0.129	0.1877	0.1118
	Contractors	Number	37	54	25	15
		Rate	0.008	0.0686	0.0345	0.0208
Total actual working hours	Employees	Hours	1,733,320,907	1,652,540,473	1,422,748,800	1,707,962,880
	Contractors	Hours	915,803,561	787,040,622	724,880,083	720,378,100

Customer Relations and Brand, Community Engagement and Social Impact

Indicator	2025 Performance
Customer satisfaction	87.78%
Incidents of fines, warnings, or major disputes arising from violations of product and service health, safety, or information/labeling regulations	0 cases
Major labor rights incidents damaging the Company's and customers' reputation	0 cases
Total foundation social investment	NT$106,162,374
Cumulative beneficiaries for the year	6,685 person-times
Average Project Satisfaction Score	4.6 points / 5 points
Amount invested in volunteer activities	NT$2.05 billion
Cumulative volunteer participation	304,935 persons
Total volunteer service hours	449,893 hours

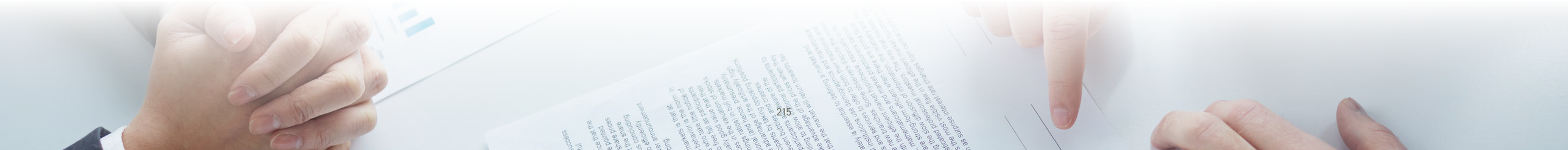
Appendix 2: GRI Content Index

Dimension	GRI Standard	Disclosure	Reporting Chapter	Page	Material Topic	Supplement/Reason for Omission
Overview	GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Governance and Management	7	-	
		2-2 Entities included in the organization's sustainability reporting	About This Report	1	-	
		2-3 Reporting period, frequency and contact point	About This Report	1	-	
		2-4 Restatements of information	About This Report	1	-	
		2-5 External assurance	About This Report	1	-	
		2-6 Activities, value chain and other business relationships	Sustainability Governance and Management	7	-	
		2-7 Employees	Diversity, Inclusion, and a Happy Workplace	127	Talent Attraction, Development, and Retention	
		2-8 Workers who are not employees	Diversity, Inclusion, and a Happy Workplace	127	Talent Attraction, Development, and Retention	
		2-9 Governance structure and composition	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-10 Nomination and selection of the highest governance body	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-11 Chair of the highest governance body	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-13 Delegation of responsibility for managing impacts	Sustainability Governance and Management	7	Enterprise Risk and Crisis Management	
		2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	



Dimension	GRI Standard	Disclosure	Reporting Chapter	Page	Material Topic	Supplement/Reason for Omission
Sustainability Management	GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-16 Communication of critical concerns	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-17 Collective knowledge of the highest governance body	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-18 Evaluation of the performance of the highest governance body	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-19 Remuneration policies	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
		2-20 Process to determine remuneration	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
		2-21 Annual total compensation ratio	-	-	Corporate Governance and Business Ethics	Confidentiality restrictions
		2-22 Statement on sustainable development strategy	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
	GRI 2: General Disclosures 2021	2-23 Policy commitments	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-24 Embedding policy commitments	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-25 Processes to remediate negative impacts	Sustainability Governance and Management	7	Enterprise Risk and Crisis Management	
		2-26 Mechanisms for seeking advice and raising concerns	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-27 Compliance with laws and regulations	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-28 Membership associations	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
		2-29 Approach to stakeholder engagement	Sustainability Governance and Management	7	Corporate Governance and Business Ethics; Enterprise Risk and Crisis Management	
		2-30 Collective bargaining agreements	Sustainability Governance and Management	7	Corporate Governance and Business Ethics	
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Governance and Management	7		
		3-2 List of material topics	Sustainability Governance and Management	7		
		3-3 Management of material topics: custom topic	Green Manufacturing and Sustainable Circularity	104	Sustainable Raw Materials	
		3-3 Management of material topics: custom topic	Green Manufacturing and Sustainable Circularity	104	Product Management	
		3-3 Management of material topics: custom topic	Diversity, Inclusion, and a Happy Workplace	127	Talent Attraction, Development, and Retention	
		3-3 Management of material topics: custom topic	Diversity, Inclusion, and a Happy Workplace	127	Labor Relations	

Dimension	GRI Standard	Disclosure	Reporting Chapter	Page	Material Topic	Supplement/Reason for Omission
Governance	GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
		205-2 Communication and training about anti-corruption policies and procedures	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
		205-3 Confirmed incidents of corruption and actions taken	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
	GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
	GRI 415: Public Policy 2016	415-1 Political contributions	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
	GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sound Governance and Integrity-based Operations; Shared Success with Customers, Shared Prosperity with Society	26 186	Information Security and Privacy Protection; Customer Relations and Brand Management	
	GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Intelligent Creation, Resilient Value Chain	46	Supply Chain Management	
	GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Intelligent Creation, Resilient Value Chain	46	Supply Chain Management	
		308-2 Negative environmental impacts in the supply chain and actions taken	Intelligent Creation, Resilient Value Chain	46	Supply Chain Management	
	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Intelligent Creation, Resilient Value Chain	46	Supply Chain Management	
		414-2 Negative social impacts in the supply chain and actions taken	Intelligent Creation, Resilient Value Chain	46	Supply Chain Management	
	GRI 207: Tax 2019	207-1 Approach to tax	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
		207-2 Tax governance, control, and risk management	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
		207-3 Stakeholder engagement and management of concerns related to tax	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	
	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sound Governance and Integrity-based Operations; Intelligent Creation, Resilient Value Chain	26 46	Corporate Governance and Business Ethics; Innovation and Business Model Resilience	
		201-4 Financial assistance received from government	Sound Governance and Integrity-based Operations	26	Corporate Governance and Business Ethics	



Dimension	GRI Standard	Disclosure	Reporting Chapter	Page	Material Topic	Supplement/Reason for Omission
Environment	GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Climate Action and Net-Zero Transition	71	Climate Change	
		102-2 Climate change adaptation plan	Climate Action and Net-Zero Transition	71	Climate Change	
		102-3 Just transition	Climate Action and Net-Zero Transition	71	Climate Change	
		102-4 GHG emissions reduction targets and progress	Climate Action and Net-Zero Transition	71	Greenhouse Gas Emissions and Air Quality	
		102-5 Scope 1 GHG emissions	Climate Action and Net-Zero Transition	71	Greenhouse Gas Emissions and Air Quality	
		102-6 Scope 2 GHG emissions	Climate Action and Net-Zero Transition	71	Greenhouse Gas Emissions and Air Quality	
		102-7 Scope 3 GHG emissions and other significant emissions	Climate Action and Net-Zero Transition	71	Greenhouse Gas Emissions and Air Quality	
		102-8 GHG emissions intensity	Climate Action and Net-Zero Transition	71	Greenhouse Gas Emissions and Air Quality	
		102-9 GHG removals in the value chain	Climate Action and Net-Zero Transition	71	Greenhouse Gas Emissions and Air Quality	
		102-10 Carbon credits	Climate Action and Net-Zero Transition	71	Greenhouse Gas Emissions and Air Quality	
	GRI 103: Energy 2025	103-1 Energy policy and commitments	Climate Action and Net-Zero Transition	71	Energy Management	
		103-2 Energy consumption and self-generation within the organization	Climate Action and Net-Zero Transition	71	Energy Management	
		103-3 Upstream and downstream energy consumption	Climate Action and Net-Zero Transition	71	Energy Management	
		103-4 Energy intensity	Climate Action and Net-Zero Transition	71	Energy Management	
		103-5 Reduction of energy consumption	Climate Action and Net-Zero Transition	71	Energy Management	
	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Green Manufacturing and Sustainable Circularity	104	Water Resources and Wastewater Management	
		303-2 Management of water discharge-related impacts	Green Manufacturing and Sustainable Circularity	104	Water Resources and Wastewater Management	
		303-3 Water withdrawal	Green Manufacturing and Sustainable Circularity	104	Water Resources and Wastewater Management	
		303-4 Water discharge	Green Manufacturing and Sustainable Circularity	104	Water Resources and Wastewater Management	
		303-5 Water consumption	Green Manufacturing and Sustainable Circularity	104	Water Resources and Wastewater Management	

Dimension	GRI Standard	Disclosure	Reporting Chapter	Page	Material Topic	Supplement/Reason for Omission
Environment	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Green Manufacturing and Sustainable Circularity	104	Waste and Hazardous Substance Management	
		306-2 Management of significant waste-related impacts	Green Manufacturing and Sustainable Circularity	104	Waste and Hazardous Substance Management	
		306-3 Waste generated	Green Manufacturing and Sustainable Circularity	104	Waste and Hazardous Substance Management	
		306-4 Waste diverted from disposal	Green Manufacturing and Sustainable Circularity	104	Waste and Hazardous Substance Management	
		306-5 Waste directed to disposal	Green Manufacturing and Sustainable Circularity	104	Waste and Hazardous Substance Management	
	GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-2 Management of biodiversity impacts	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-3 Access and benefit-sharing	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-4 Identification of biodiversity impacts	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-5 Locations with biodiversity impacts	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-6 Direct drivers of biodiversity loss	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-7 Changes to the state of biodiversity	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-8 Ecosystem services	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
		101-8 Ecosystem services	Green Manufacturing and Sustainable Circularity	104	Ecological Impact and Biodiversity	
Social	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Inclusion, and a Happy Workplace	127	Employee Diversity and Inclusion	
		405-2 Ratio of basic salary and remuneration of women to men	Diversity, Inclusion, and a Happy Workplace	127	Employee Diversity and Inclusion	
	GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, Inclusion, and a Happy Workplace	127	Human Rights Management	
	GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Diversity, Inclusion, and a Happy Workplace	127	Labor Relations	
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Diversity, Inclusion, and a Happy Workplace	127	Talent Attraction, Development, and Retention	
		404-2 Programs for upgrading employee skills and transition assistance programs	Diversity, Inclusion, and a Happy Workplace	127	Talent Attraction, Development, and Retention	
		404-3 Percentage of employees receiving regular performance and career development reviews	Diversity, Inclusion, and a Happy Workplace	127	Talent Attraction, Development, and Retention	

Dimension	GRI Standard	Disclosure	Reporting Chapter	Page	Material Topic	Supplement/Reason for Omission
Social	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-2 Hazard identification, risk assessment, and incident investigation	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-3 Occupational health services	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-4 Worker participation, consultation, and communication on occupational health and safety	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-5 Worker training on occupational health and safety	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-6 Promotion of worker health	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-8 Workers covered by an occupational health and safety management system	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-9 Work-related injuries	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
		403-10 Work-related ill health	Diversity, Inclusion, and a Happy Workplace	127	Occupational Health and Safety	
	GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Shared Success with Customers, Shared Prosperity with Society	186	Human Rights and Community Engagement	
		203-2 Significant indirect economic impacts	Shared Success with Customers, Shared Prosperity with Society	186	Human Rights and Community Engagement	
	GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Shared Success with Customers, Shared Prosperity with Society	186	Human Rights and Community Engagement	
		413-2 Operations with significant actual and potential negative impacts on local communities	Shared Success with Customers, Shared Prosperity with Society	186	Human Rights and Community Engagement	



Appendix 3: Standard(s) Used: SASB Standards — Cross-industry Topics for the Other Electronics

Industry	Code	Material Topic	Indicator	by Category	Unit
Electronic Manufacturing Services & Original Design Manufacturing (EMS & ODM)	TC-ES-140a.1	Water Resources and Wastewater Management	(1) Total water withdrawn, percentage in regions with High or Extremely High Baseline Water Stress; (2) Total water consumed, percentage in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m^3), Percentage (%)
	TC-ES-150a.1	Waste and Hazardous Materials Management	(1) Amount of hazardous waste generated in manufacturing; (2) Percentage recycled	Quantitative	Metric tons (t), Percentage (%)
	TC-ES-310a.1	Labor Relations	(1) Number of shutdowns and (2) total days idle[1]	Quantitative	Number of days idle
	TC-ES-320a.1	Employee Health & Safety	(a) Direct employees and (b) contract employees' (1) Total Recordable Incident Rate (TRIR), (2) Near Miss Frequency Rate (NMFR)	Quantitative	Rate
	TC-ES-320a.2	Occupational Health and Safety	(1) Entity's facilities; (2) Percentage of Tier 1 supplier facilities audited under the Responsible Business Alliance (RBA) Validated Assessment Program (VAP) or an equivalent process, by (a) all facilities and (b) high-risk facilities	Quantitative	Percentage (%)
	TC-ES-320a.3	Occupational Health and Safety	(a) priority non-conformances and (b) other non-conformances: (1) Non-conformance rate with the RBA Validated Assessment Program (VAP) or an equivalent process; (2) Associated corrective action rate, broken down by (i) entity's facilities and (ii) Tier 1 supplier facilities	Quantitative	Rate
	TC-ES-410a.1	Product Lifecycle Management	1) Weight of end-of-life products and e-waste recovered; 2) percentage recycled	Quantitative	Metric tons (t), Percentage (%)
	TC-ES-440a.1	Sustainable Supplier Management	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	Not applicable
	TC-ES-000.A	Activity Metrics	Number of manufacturing facilities	Quantitative	Number
	TC-ES-000.B	Activity Metrics	Area of manufacturing facilities	Quantitative	Square meters (m^2)
	TC-ES-000.C	Activity Metrics	Number of employees	Quantitative	Number

Appendix 4: Financial Supervisory Commission (FSC) Sustainability Disclosure Indicators (Other Electronics Industry)

No.	Indicator	Indicator Type	Annual Disclosure	Unit	Remarks
1	Total energy consumed	Quantitative	16,469.70 GWh	Gigajoules (GJ), Percentage (%)	
	Percentage of purchased electricity	Quantitative	Purchased electricity: 8,447.63 GWh, accounting for approximately 51.29%	Gigajoules (GJ), Percentage (%)	
	Renewable energy usage rate	Quantitative	43.46%	Gigajoules (GJ), Percentage (%)	
2	Total water withdrawal	Quantitative	77,832,531.94	Thousand cubic meters (1,000 m³)	
	Total water consumption	Quantitative	76,871,988.15	Thousand cubic meters (1,000 m³)	
3	Weight of hazardous waste generated	Quantitative	233,914.66	Metric tons (t) Percentage (%)	
	Percentage of hazardous waste generated that is recycled	Quantitative	46.65%	Metric tons (t) Percentage (%)	
4	Category of Occupational Injury	Quantitative	See Chapter 5, "Occupational Health and Safety"	Number/Rate (%)	
	Number of Occupational Injuries	Quantitative	Employees: 210 Contractors: 37	Number/Rate (%)	
	Occupational Injury Rate	Quantitative	Employees: 210 Contractors: 37	Number/Rate (%)	
5	Product Lifecycle Management Disclosure: Weight of scrapped products and e-waste	Quantitative	0 tons	Metric tons (t) Percentage (%)	As the Company operates as a contract manufacturer, this disclosure item is not applicable
	Product Lifecycle Management Disclosure: Percentage of scrapped products and e-waste recycled	Quantitative	0 tons	Metric tons (t) Percentage (%)	
6	Description of risk management related to the use of critical materials	Qualitative description	See Chapter 2 "Sustainable Supply Chain Management"	Not applicable	
7	Total monetary losses from legal proceedings associated with anti-competitive behavior regulations	Quantitative	NT$0	Reporting currency	
8	Production volume of key products by product category	Quantitative	Hon Hai's products mainly include consumer electronics, cloud and networking products, computing products, components, and others, across four major product categories	varying by product type;	confidentiality restrictions apply and disclosure is withheld Production volume

Appendix 5: TWSE/TPEx Listed Company Climate-related Information

Item	Implementation Status
Describe the Board of Directors' and management's oversight and governance of climate-related risks and opportunities	For details, please refer to the Climate Governance content in "Climate Action and Net-Zero Transition."
Describe how the identified climate risks and opportunities affect the enterprise's business, strategy, and finance (short-, medium-, and long-term)	For details, please refer to the Climate Risk and Opportunity Assessment content in "Climate Action and Net-Zero Transition."
Describe the financial impact of extreme climate events and transition actions	For details, please refer to the "Financial Impact Analysis of Transition Risks" and "Financial Impact Analysis of Physical Risks" content in "Climate Action and Net-Zero Transition."
Describe how the processes for identifying, assessing, and managing climate risks are integrated into the overall risk management system	For details, please refer to the Climate Transition Risk Assessment and Response Strategies and Climate Physical Risk Assessment and Response Strategies content in "Climate Action and Net-Zero Transition."
If scenario analysis is used to assess resilience to climate change risks, describe the scenarios, parameters, assumptions, analysis factors, and major financial impacts used	For details, please refer to the Climate Scenarios content in "Climate Action and Net-Zero Transition."
If there is a transition plan for managing climate-related risks, describe the content of the plan and the metrics and targets used to identify and manage physical risks and transition risks	For details, please refer to the 2025 Material Risk and Opportunity Identification Results content in "Climate Action and Net-Zero Transition."
If internal carbon pricing is used as a planning tool, describe the basis for setting the price	For details, please refer to the Identification of Hon Hai's Climate Transition Risks and Response Strategies content in "Climate Action and Net-Zero Transition."
If climate-related targets are set, describe the activities covered, the scope of greenhouse gas emissions, the planning period, and annual progress; if carbon offsets or Renewable Energy Certificates (RECs) are used to achieve the relevant targets, describe the source and quantity of the carbon reduction credits offset or the quantity of Renewable Energy Certificates (RECs)	For details, please refer to the Strengthening Climate Resilience content in "Climate Action and Net-Zero Transition."
Greenhouse gas inventory and assurance status, as well as reduction targets, strategies, and concrete action plans	For details, please refer to the Strengthening Climate Resilience content in "Climate Action and Net-Zero Transition."

Appendix 6: Third-Party Assurance Statement

Independent Assurance Statement

HON HAI PRECISION IND. CO., LTD. 2025 SUSTAINABILITY REPORT

The AFNOR GROUP was established in 1926. We are the National Standardization Body of France, a permanent council member in ISO and one of the leading certification bodies in the world. This assurance work was carried out by AFNOR ASIA LTD., a subsidiary of AFNOR GROUP. All the members of the verification team have professional backgrounds and have accepted AA1000 AS, AFAQ 26000, ISO 9001, ISO 14001, ISO 14064, ISO 45001, ISO 50001, and other sustainability-related international standard trainings. All assigned verifiers have been approved as the lead auditors or verifiers. AFNOR ASIA LTD. (hereinafter referred to as AFNOR ASIA) and HON HAI PRECISION IND. CO., LTD. (hereinafter referred to as HON HAI) are independent entities. Except for the contents described in this independent assurance statement, AFNOR ASIA LTD. is not involved in the preparation process of the sustainability report of HON HAI.

RESPONSIBILITIES

HON HAI is responsible for reporting its economic, environmental, and social operating activities and performance in Taiwan and overseas operating locations in its sustainability report (hereinafter referred to as "the Report") in accordance with the declared sustainability reporting standards.

AFNOR ASIA is responsible for providing an independent assurance statement to HON HAI and its stakeholders in accordance with the described scope and method. This statement is for HON HAI use only and is not responsible for any other purpose.

SCOPE AND CRITERIA

The assurance scope of the agreement between HON HAI and AFNOR ASIA includes:

1. The scope of assurance operation is consistent with the scope disclosed in the "HON HAI PRECISION IND. CO., LTD. 2025 SUSTAINABILITY REPORT".
2. AFNOR ASIA performs assurance operation according to the Type 2 assurance of the AA1000 assurance standard (v3), reviewing and evaluating HON HAI's compliance with the AA1000 AccountAbility Principles (2018), and presenting findings and conclusions on the reliability and quality of specific performance information.
3. The assurance operation includes reviewing and evaluating HON HAI's relevant processes, systems and controls and available performance information, as well as compliance with the following reporting criteria:
   - GRI Standards.
   - Task Force on Climate-related Financial Disclosures
   - Sustainability Accounting Standards Board Standards

METHODOLOGY

- The Report is reported in accordance with the GRI Standards, and the content of the Report is reviewed for compliance with the GRI Standards for general disclosure and specific topic disclosure.
- The verification team interviewed relevant personnel to confirm the communication and response mechanism for stakeholders and the decision-making process for material topics, but did not directly contact external stakeholders.
- All documents, data and information related to the preparation of the Report were verified by the verification team through interviews with relevant personnel.
- The process of reviewing organizational outputs, collecting and managing qualitative and quantitative data disclosed in reports based on a sampling plan.
- By interviewing the responsible personnel of each group, examining and reviewing the relevant documents, materials and information, the verification team evaluated the reasonableness of the sources of supporting materials and evidence for the contents of the Report.

CONCLUSION

◆ **AA1000 Accountability Principles**

Inclusivity

HON HAI has demonstrated a corporate environment that accepts, respects, and values the differences and values of all stakeholders through the Report. The company has 241 locations worldwide, spanning 24 countries and regions across the Americas, Europe, and Asia. Through the adoption of AI, it cultivates internal and external personnel to collectively enhance overall digital technology while simultaneously fostering gender-equal workplaces in various locations. In the future, the organization can consider reporting performance information in different regions, continuously disclosing it in a dynamic manner that aligns with the understanding of stakeholders in each location.

Materiality

HON HAI has established processes to collect, analyze and identify material topics related to its sustainability. The organization has identified and updated material topics using a Double Materiality Framework that integrates stakeholder concerns, financial/corporate value materiality, and impact materiality. Management strategies, objectives, and annual performance for each material topic are disclosed in the Report. Overall, it demonstrates the organization's concrete actions in accordance with the principle of materiality.

Responsiveness

HON HAI has established a comprehensive response mechanism to address issues of concern to stakeholders. Through the Report, its official website, and other public information platforms, it regularly and irregularly discloses economic, governance, environmental, and social information, enabling stakeholders to understand the company's governance and management performance and demonstrating concrete practices that comply with the principle of responsiveness. In the future, the organization can continue to integrate domestic and international reporting standards, and through cross-regional and cross-departmental cooperation, collect and disclose various sustainability information to respond to the needs and expectations of stakeholders.

Impact

HON HAI has disclosed in the Report that numerous sustainability initiatives and the results and quantifiable performance of its material topics, demonstrating effective management of the economic, environmental, and social impacts of its business operations. Overall, the organization has demonstrated good practices in accordance with the principles of impact. In the future, the organization can continue to provide resources to support the planning and measurement of material topics, using quantitative and monetizable methods to better demonstrate organizational management performance and stakeholder understanding.

Findings and conclusions concerning the reliability and quality of specified performance information

Based on the results of the review, it was confirmed that HON HAI regularly collects and compiles specific performance information through internal management systems and processes. The economic, environmental, and social indicators of the organization disclosed in the Report have been verified in terms of their sources, information collection, and statistical results during the verification process, and no significant misstatements have been found. In the future, the organization can continue to improve its internal data management and internal verification processes, demonstrating the integrity and reliability of its information through traceable data records and regular quality reviews.

◆ **Global Reporting Initiative Sustainability Reporting Standards**

Based on the results of the review, it is confirmed that the general disclosures, specific topic disclosures, and material topics management disclosures in the Report have complied with the requirements of the GRI Standards. In the future, the organization can disclose management results and operational site performance on material topics through its internal management system and cross-departmental and cross-regional cooperation, in accordance with domestic and other international reporting disclosure requirements, providing full and complete sustainability information to stakeholders.

◆ **Task Force on Climate-related Financial Disclosures**

Based on the results of the review, the Report has revealed the impact of climate change on the company's operations, as well as measures to respond to risks and opportunities. With locations around the world, the organization can continue to monitor climate conditions and energy-related information in various regions to continuously review its response to risks and opportunities and their potential financial impact.

◆ **Sustainability Accounting Standards Board Standards**

Based on the results of the review, the Report has disclosed relevant information based on the Sustainability disclosure topics & metrics and activity metrics of the SASB standards. In the future, the organization can continue to collect and disclose information in accordance with the SASB Standards, through cross-regional and cross-departmental cooperation, to provide valuable information to investors.

ASSURANCE OPINION

AFNOR ASIA has developed a complete sustainability reporting assurance standard based on the verification guidelines of the AA1000 Assurance Standard (v3) and the GRI Standards. Based on the sufficient evidence provided by HON HAI and the facts seen during on-site verification, we adhere to the principle of fairness and issue a statement on the global sustainability reporting standards followed by the organization. We have summarized the contents of the Report to provide a fair view of HON HAI's relevant operations and specific performance. We believe the focuses on economic, social, and environmental indicators in HON HAI in 2025 are well represented.

ASSURANCE LEVEL

In accordance with the AA1000 Assurance Standard (v3), we verified this assurance statement corresponding to a Moderate level. The scope and methods are as described in this statement.

For and on behalf of AFNOR：

AA1000
Licensed Report
000-84/V3-5CQSA

Dr. August Tsai
The Director for Certification and Assessment
Aug.11.2026

Verification team: PEI TONG HUANG (Lead Verifier), Wen Yi Yen (Verifier), Jheng-Hao Jhan (Verifier), YIHSIANG HUANG (Verifier).

AFNOR Asia Ltd.—20F-2, No. 102, Chung Ping Rd., Taoyuan, Taiwan
Tel.：+886 3 220 0066, Fax：+886 3 220 7889
https://international.afnor.com/en/

Appendix 6: GHG Statement Assurance Report (Scope 1 & 2)

pwc 資誠

鴻海精密工業股份有限公司溫室氣體聲明
會計師有限確信報告

資會綜字第 25013680 號

鴻海精密工業股份有限公司　公鑒：

本會計師受託執行鴻海精密工業股份有限公司及子公司（以下簡稱「鴻海集團」）西元 2025 年 1 月 1 日至 12 月 31 日溫室氣體聲明之有限確信案件，該溫室氣體聲明包含溫室氣體盤查報告及解釋性附註。

管理階層對溫室氣體聲明之責任

鴻海集團之責任係依照溫室氣體盤查議定書 GHG protocol 及「公開發行公司年報應行記載事項準則」之上市上櫃公司氣候相關資訊暨經金融監督管理委員會發布之「上市櫃公司永續發展路徑圖」問答集(請參見溫室氣體聲明第一章組織邊界設定)編製溫室氣體聲明，且設計、付諸實行及維持與溫室氣體聲明編製有關之內部控制，以確保溫室氣體聲明未存有導因於舞弊或錯誤之重大不實表達。

溫室氣體之量化受先天不確定性之影響，此主要係因用以決定排放係數之科學知識並不完整，以及報導之數值須彙總不同氣體之排放。

會計師之獨立性及品質管理

本會計師及事務所已遵循會計師職業道德規範有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及專業上應有之注意、保密與專業行為。

本事務所適用品質管理準則 1 號「會計師事務所之品質管理」，該品質管理準則規定會計師事務所設計、付諸實行及執行品質管理制度，包含與遵循職業道德規範、專業準則及所適用法令有關之政策或程序。

資誠聯合會計師事務所 PricewaterhouseCoopers, Taiwan
110208 臺北市信義區基隆路一段 333 號 27 樓
27F, No. 333, Sec. 1, Keelung Rd., Xinyi Dist., Taipei 110208, Taiwan
T: +886 (2) 2729 6666, F: +886 (2) 2729 6686
www.pwc.tw

pwc 資誠

會計師之責任

本會計師之責任係依照確信準則 3410 號「溫室氣體聲明之確信案件」及「上市上櫃公司永續報告書確信機構管理要點」規劃及執行有限確信案件，基於所執行之程序及所獲取之證據，對第一段所述　鴻海集團溫室氣體聲明是否未存有重大不實表達取得有限確信，並作成有限確信之結論。

依確信準則 3410 號及「上市上櫃公司永續報告書確信機構管理要點」之規定，本有限確信案件工作包括評估　鴻海集團採用溫室氣體盤查議定書 GHG protocol 及「公開發行公司年報應行記載事項準則」之上市上櫃公司氣候相關資訊暨經金融監督管理委員會發布之「上市櫃公司永續發展路徑圖」問答集編製溫室氣體聲明之妥適性、評估溫室氣體聲明導因於舞弊或錯誤之重大不實表達風險、依情況對所評估風險作出必要之因應，以及評估溫室氣體聲明之整體表達。有關風險評估程序(包括對內部控制之瞭解)及因應所評估風險之程序，有限確信案件之範圍明顯小於合理確信案件。

本會計師對第一段所述　鴻海集團溫室氣體聲明所執行之程序係基於專業判斷，該等程序包括查詢、對流程之觀察、文件之檢查、分析性程序、對量化方法與報導政策是否適當之評估，以及與相關紀錄之核對或調節。

基於本案件情況，本會計師於執行上述程序時：

1. 已透過查詢，取得對　鴻海集團與排放量化及報導攸關之控制環境及資訊系統之瞭解，但並未評估特定控制作業之設計、取得該等控制作業付諸實行之證據或測試其執行有效性。
2. 已評估　鴻海集團建立估計方法之適當性及一致性。然而，所執行程序並未包含測試估計所依據之資料或單獨建立會計師之估計，以評估　鴻海集團所作之估計。
3. 已實地訪查 11 個據點，以評估排放源之完整性、資料蒐集方法、排放源資料及該等據點所適用之攸關假設。對於執行實地訪查據點之選擇，已考量該等據點之排放對總排放之貢獻、排放源性質，以及前期所選擇之據點。所執行程序包含測試該等據點用以蒐集及彙整設施資料之資訊系統或控制。

pwc 資誠

相較於合理確信案件，有限確信案件所執行程序之性質及時間不同，其範圍亦較小，故於有限確信案件所取得之確信程度亦明顯低於合理確信案件中取得者。因此，本會計師不對　鴻海集團溫室氣體聲明在所有重大方面，是否依照溫室氣體盤查議定書 GHG protocol 及「公開發行公司年報應行記載事項準則」之上市上櫃公司氣候相關資訊暨經金融監督管理委員會發布之「上市櫃公司永續發展路徑圖」問答集編製，表示合理確信之意見。

有限確信之結論

依據所執行之程序與所獲取之證據，本會計師並未發現第一段所述　鴻海集團西元 2025 年 1 月 1 日至 12 月 31 日溫室氣體聲明在所有重大方面有未依照溫室氣體盤查議定書 GHG protocol 及「公開發行公司年報應行記載事項準則」之上市上櫃公司氣候相關資訊暨經金融監督管理委員會發布之「上市櫃公司永續發展路徑圖」問答集編製之情事。

其他事項

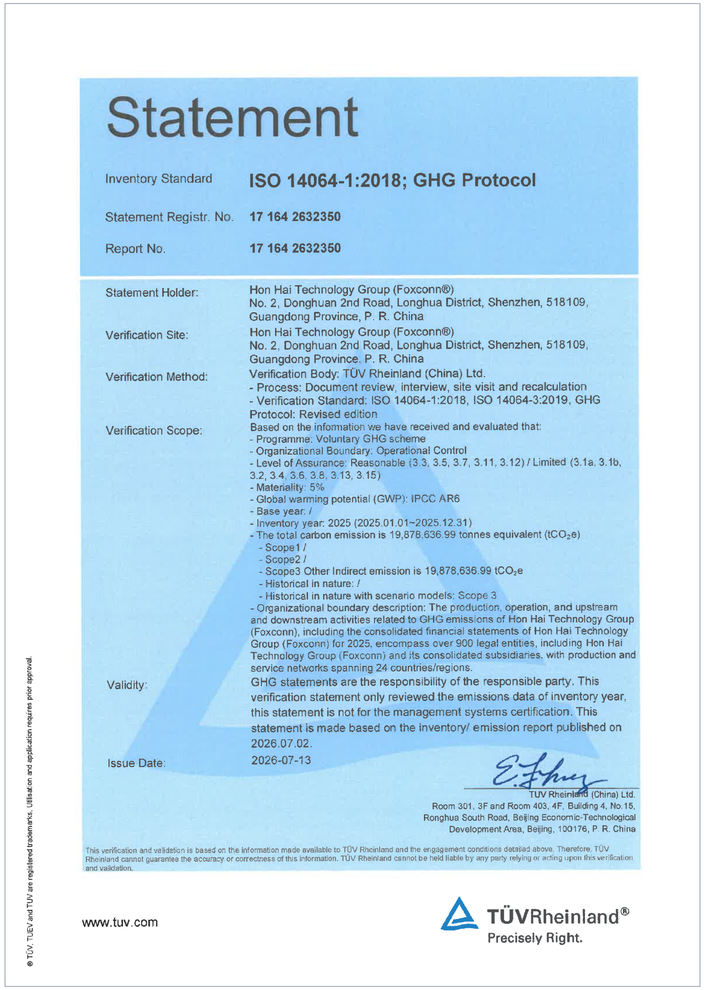
鴻海集團網站之維護係　鴻海集團管理階層之責任，對於確信報告於　鴻海集團網站公告後任何溫室氣體聲明之變更，本會計師將不負就該等資訊重新執行確信工作之責任。

資誠聯合會計師事務所

會計師　趙永潔

西元 2026 年 7 月 14 日

Appendix 6: GHG Statement Verification Report (Scope 3)



Statement

Inventory Standard: **ISO 14064-1:2018; GHG Protocol**

Statement Registr. No.: **17 164 2632350**

Report No.: **17 164 2632350**

Statement Holder:
Hon Hai Technology Group (Foxconn®)
No. 2, Donghuan 2nd Road, Longhua District, Shenzhen, 518109, Guangdong Province, P. R. China

Verification Site:
Hon Hai Technology Group (Foxconn®)
No. 2, Donghuan 2nd Road, Longhua District, Shenzhen, 518109, Guangdong Province, P. R. China

Verification Method:
Verification Body: TÜV Rheinland (China) Ltd.
- Process: Document review, interview, site visit and recalculation
- Verification Standard: ISO 14064-1:2018, ISO 14064-3:2019, GHG Protocol: Revised edition

Verification Scope:
Based on the information we have received and evaluated that:
- Programme: Voluntary GHG scheme
- Organizational Boundary: Operational Control
- Level of Assurance: Reasonable (3.3, 3.5, 3.7, 3.11, 3.12) / Limited (3.1a, 3.1b, 3.2, 3.4, 3.6, 3.8, 3.13, 3.15)
- Materiality: 5%
- Global warming potential (GWP): IPCC AR6
- Base year: /
- Inventory year: 2025 (2025.01.01~2025.12.31)
- The total carbon emission is 19,878,636.99 tonnes equivalent (tCO_2e)
  - Scope1 /
  - Scope2 /
  - Scope3 Other Indirect emission is 19,878,636.99 tCO_2e
  - Historical in nature: /
  - Historical in nature with scenario models: Scope 3
- Organizational boundary description: The production, operation, and upstream and downstream activities related to GHG emissions of Hon Hai Technology Group (Foxconn), including the consolidated financial statements of Hon Hai Technology Group (Foxconn) for 2025, encompass over 900 legal entities, including Hon Hai Technology Group (Foxconn) and its consolidated subsidiaries, with production and service networks spanning 24 countries/regions.

Validity:
GHG statements are the responsibility of the responsible party. This verification statement only reviewed the emissions data of inventory year, this statement is not for the management systems certification. This statement is made based on the inventory/ emission report published on 2026.07.02.

Issue Date: 2026-07-13

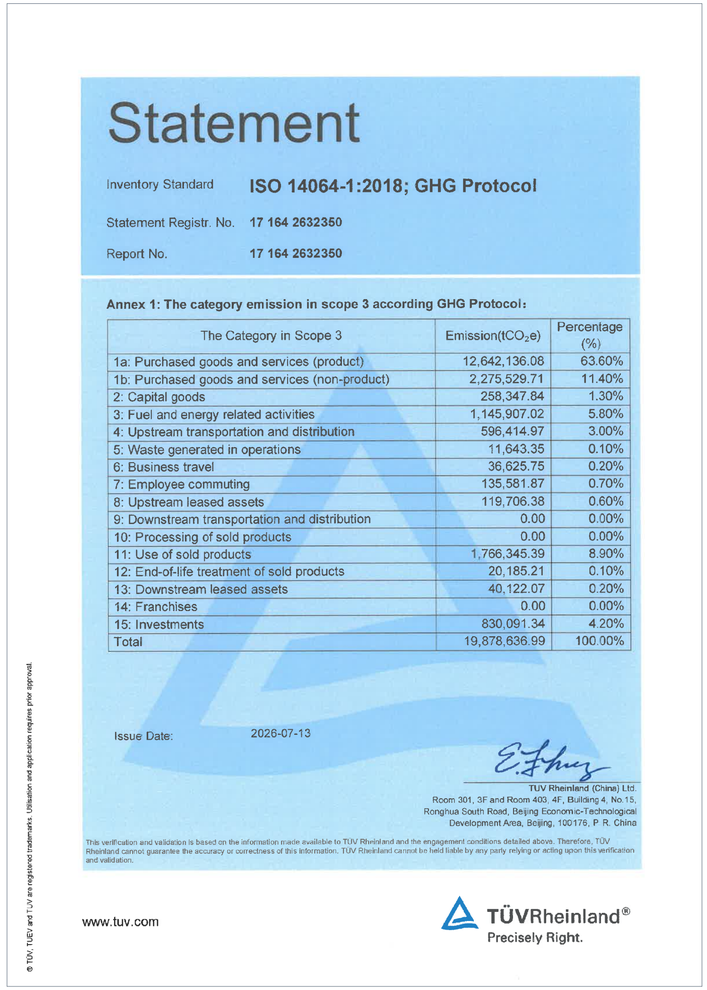
TUV Rheinland (China) Ltd.
Room 301, 3F and Room 403, 4F, Building 4, No.15, Ronghua South Road, Beijing Economic-Technological Development Area, Beijing, 100176, P. R. China

This verification and validation is based on the information made available to TÜV Rheinland and the engagement conditions detailed above. Therefore, TÜV Rheinland cannot guarantee the accuracy or correctness of this information. TÜV Rheinland cannot be held liable by any party relying or acting upon this verification and validation.

www.tuv.com

TÜVRheinland®
Precisely Right.

® TÜV, TUEV and TUV are registered trademarks. Utilisation and application requires prior approval.



Statement

Inventory Standard: **ISO 14064-1:2018; GHG Protocol**

Statement Registr. No.: **17 164 2632350**

Report No.: **17 164 2632350**

Annex 1: The category emission in scope 3 according GHG Protocol:

The Category in Scope 3	Emission(tCO_2e)	Percentage (%)
1a: Purchased goods and services (product)	12,642,136.08	63.60%
1b: Purchased goods and services (non-product)	2,275,529.71	11.40%
2: Capital goods	258,347.84	1.30%
3: Fuel and energy related activities	1,145,907.02	5.80%
4: Upstream transportation and distribution	596,414.97	3.00%
5: Waste generated in operations	11,643.35	0.10%
6: Business travel	36,625.75	0.20%
7: Employee commuting	135,581.87	0.70%
8: Upstream leased assets	119,706.38	0.60%
9: Downstream transportation and distribution	0.00	0.00%
10: Processing of sold products	0.00	0.00%
11: Use of sold products	1,766,345.39	8.90%
12: End-of-life treatment of sold products	20,185.21	0.10%
13: Downstream leased assets	40,122.07	0.20%
14: Franchises	0.00	0.00%
15: Investments	830,091.34	4.20%
Total	19,878,636.99	100.00%

Issue Date: 2026-07-13

TUV Rheinland (China) Ltd.
Room 301, 3F and Room 403, 4F, Building 4, No.15, Ronghua South Road, Beijing Economic-Technological Development Area, Beijing, 100176, P. R. China

This verification and validation is based on the information made available to TÜV Rheinland and the engagement conditions detailed above. Therefore, TÜV Rheinland cannot guarantee the accuracy or correctness of this information. TÜV Rheinland cannot be held liable by any party relying or acting upon this verification and validation.

www.tuv.com

TÜVRheinland®
Precisely Right.

® TÜV, TUEV and TUV are registered trademarks. Utilisation and application requires prior approval.

Appendix 7: Glossary

Term	Explanation
RE100	A global renewable energy initiative, committing to 100% green electricity use by 2040.
SBTi	Science Based Targets initiative (SBTi); Hon Hai's targets of a 42% carbon reduction by 2030 and net zero by 2050 passed its review in 2024.
GHG Protocol	A globally recognized framework for measuring, managing, and reporting greenhouse gas (GHG) emissions.
Scope 1/2/3 Emissions	Classification of greenhouse gas emissions: Scope 1 (direct emissions), Scope 2 (indirect energy emissions), and Scope 3 (indirect value chain emissions).
VOCs	Volatile Organic Compounds.
Renewable Energy Certificates (RECs)	Certificates of the environmental benefits of renewable energy.
CSDDD	Corporate Sustainability Due Diligence Directive; an EU regulation governing human rights and environmental due diligence in enterprises' value chains.
RoHS (Restriction of Hazardous Substances)	EU Directive 2002/95/EC (also known as the RoHS Directive), aimed at restricting the use of lead, mercury, hexavalent chromium, and the flame retardants polybrominated biphenyls (PBB) and polybrominated diphenyl ethers (PBDE).
AWS Platinum Certification	The highest-level certification for water resource management (AWS Platinum Certification).
IATF 16949	An internationally recognized quality management system standard for the automotive industry.
ISO 14001	An internationally recognized environmental management system standard aimed at minimizing environmental impact.
ISO 37001	An international anti-bribery management system standard; all of Hon Hai's global campuses are certified.
ISO 45001	An internationally recognized occupational health and safety (OH&S) management system standard.

Term	Explanation
ISO 50001	An internationally recognized energy management system standard used to establish, implement, maintain, and improve energy performance.
ISO/SAE 21434	An international standard for cybersecurity engineering of road vehicles.
ISO 9001	An internationally recognized quality management system standard.
ISO 20400	An international standard providing guidance on sustainable procurement.
ISO 14064	An internationally recognized standard focusing on greenhouse gas (GHG) emissions, providing organizations with a framework for measuring, managing, and reporting their carbon footprint.
GB/T 23331	China's national standard for energy management system requirements.
UL 2799	Zero waste to landfill certification.
QC 080000	The IECQ Hazardous Substance Process Management (HSPM) system, a standard for managing and controlling hazardous substances in electrical and electronic products.
TCFD	The Task Force on Climate-related Financial Disclosures framework, on which Hon Hai bases its climate risk scenario analysis and financial impact assessment.
TNFD	The Taskforce on Nature-related Financial Disclosures framework, whose LEAP approach Hon Hai uses, assesses biodiversity risks at its campuses.
OECD	The Organization for Economic Co-operation and Development is an international organization dedicated to promoting policies that improve the economic and social well-being of people worldwide.
RBA Validated Assessment Program (VAP)	A leading standard for on-site compliance verification and effective, shareable assessments conducted by independent third-party companies. It is a widely recognized social responsibility audit standard in the electronics industry.

FOXCONN
鴻海科技集團

No.2, Ziyou St., Tucheng Dist., New Taipei City 236, Taiwan
+886-2-2268-3466
sustainability@foxconn.com