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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

- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES
- 16 PEACE AND JUSTICE STRONG INSTITUTIONS

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 $\leq$ 10%, abnormal blood pressure rate $\leq$ 14%, and abnormal blood glucose rate $\leq$ 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	$\leq$ 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) $\leq$ 4 days per 1,000,000 employee-hours.
	Disabling Injury Severity Rate	$\leq$ 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) $\leq$ 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 $\leq$ 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

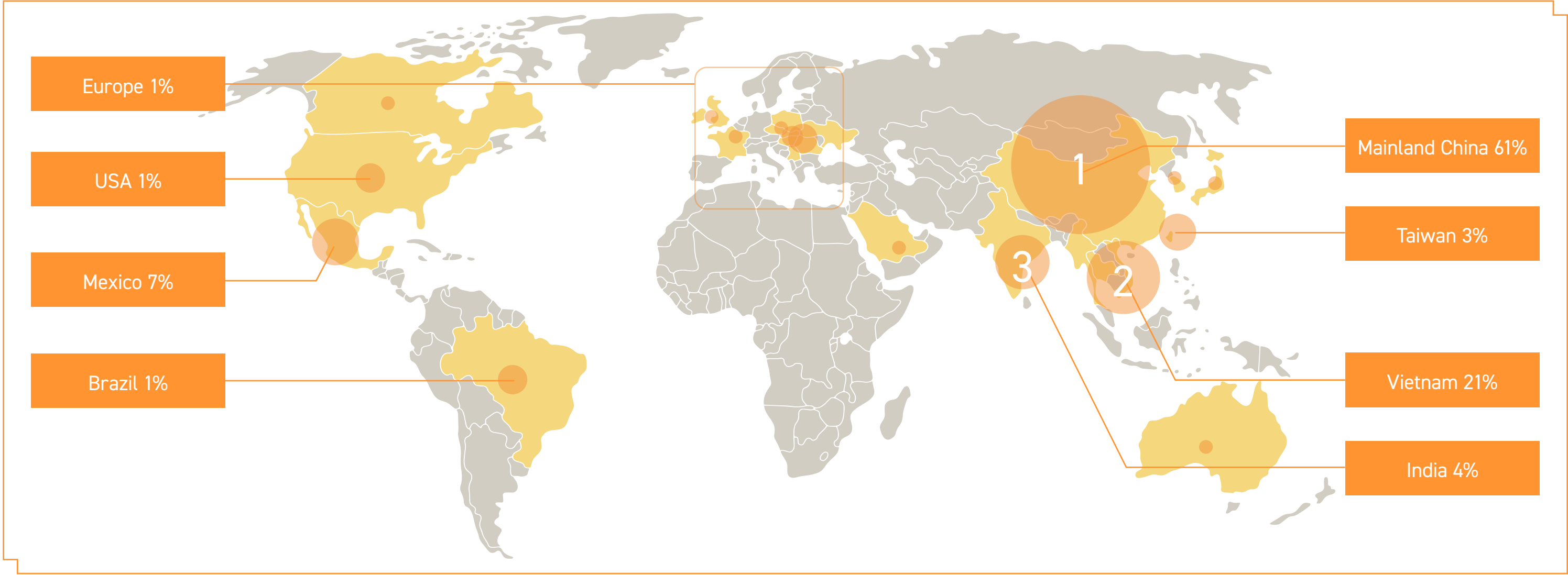
Based on the development needs of its global operating sites and Business Groups, Foxconn adopts diverse recruitment channels, including campus recruiting, professional talent recruitment, internal referrals, overseas talent acquisition, and digital recruitment platforms. The Group emphasizes developing 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)



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.

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%

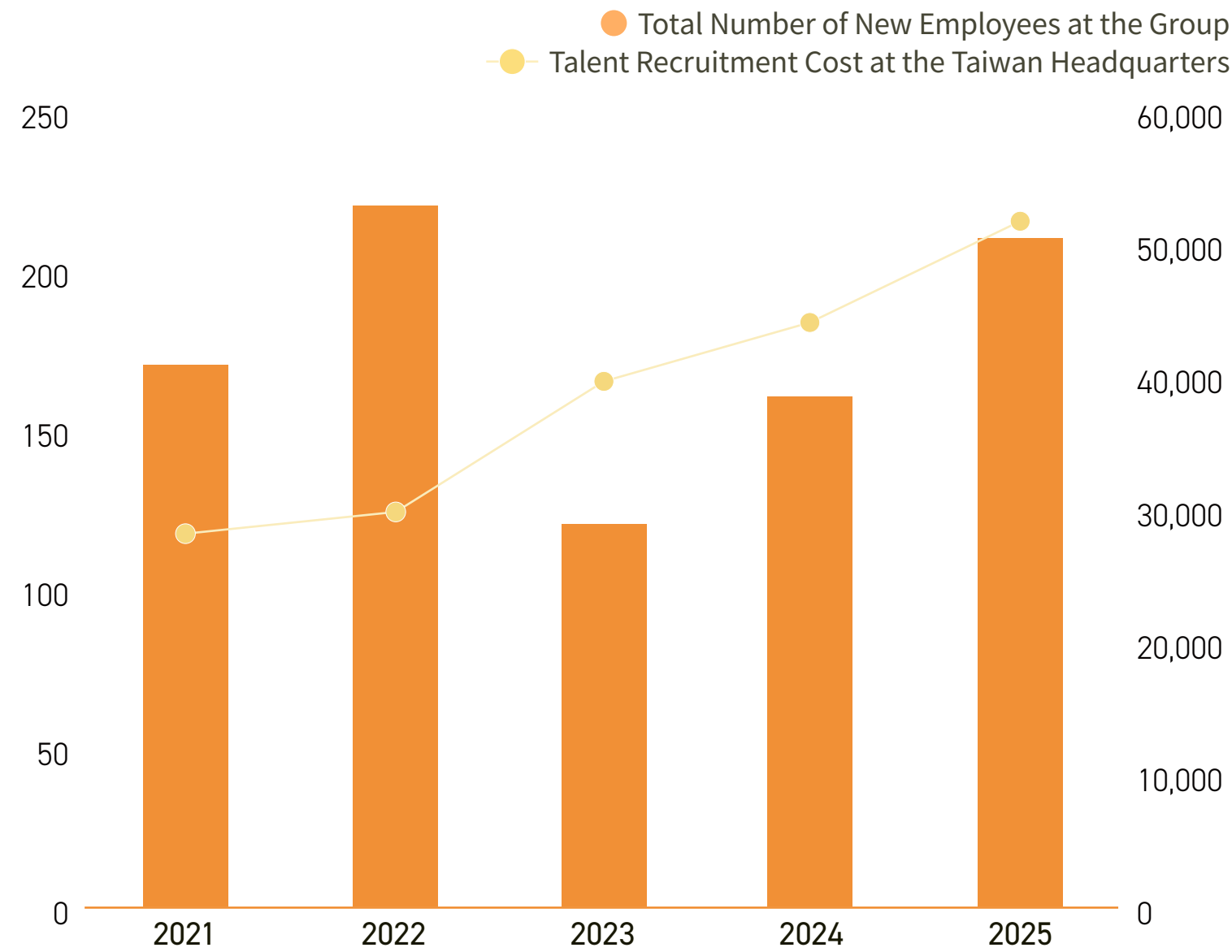
New Hires and Departures

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



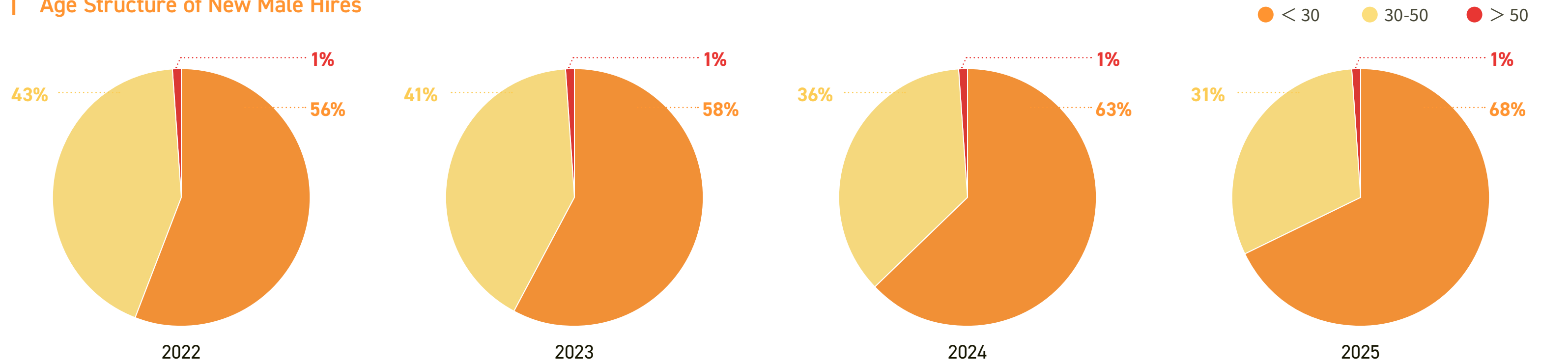
Note 1 Headcount is based on the number of employees as of December 31, 2025.

Note 2 Data scope: Taiwan headquarters units.

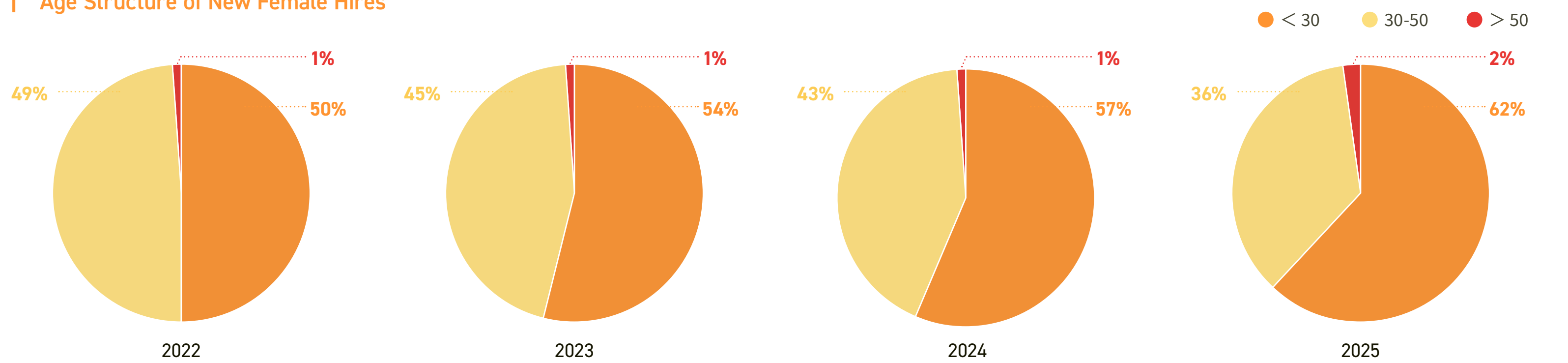
Note 3 The average recruitment cost includes both internal and external recruitment costs, such as interviews, agency fees, advertising, job fairs, travel, and relocation expenses.

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



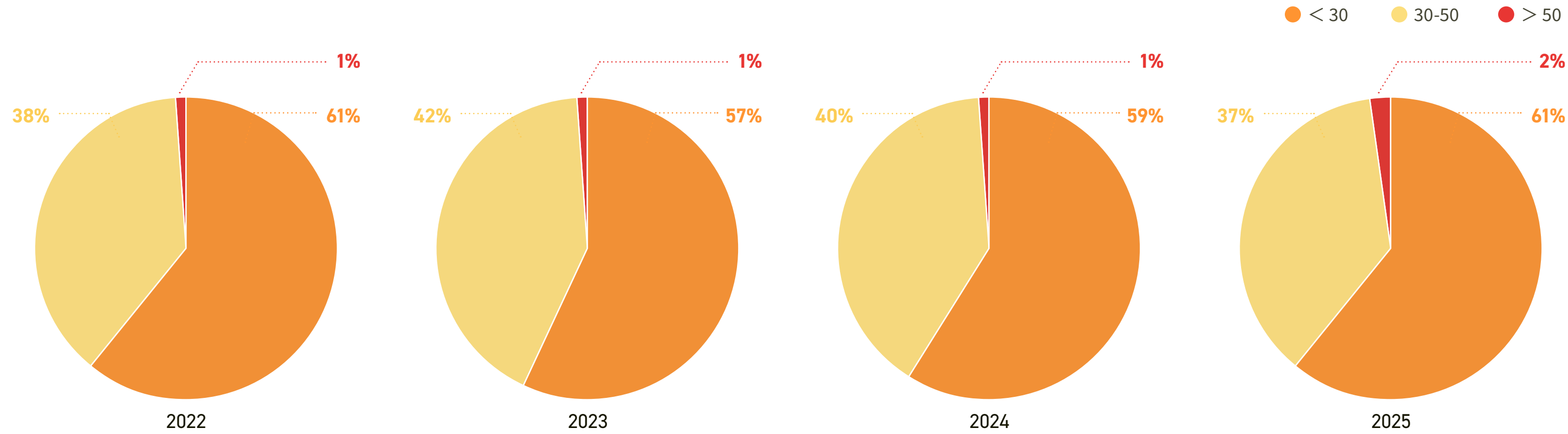
Age Structure of New Female Hires



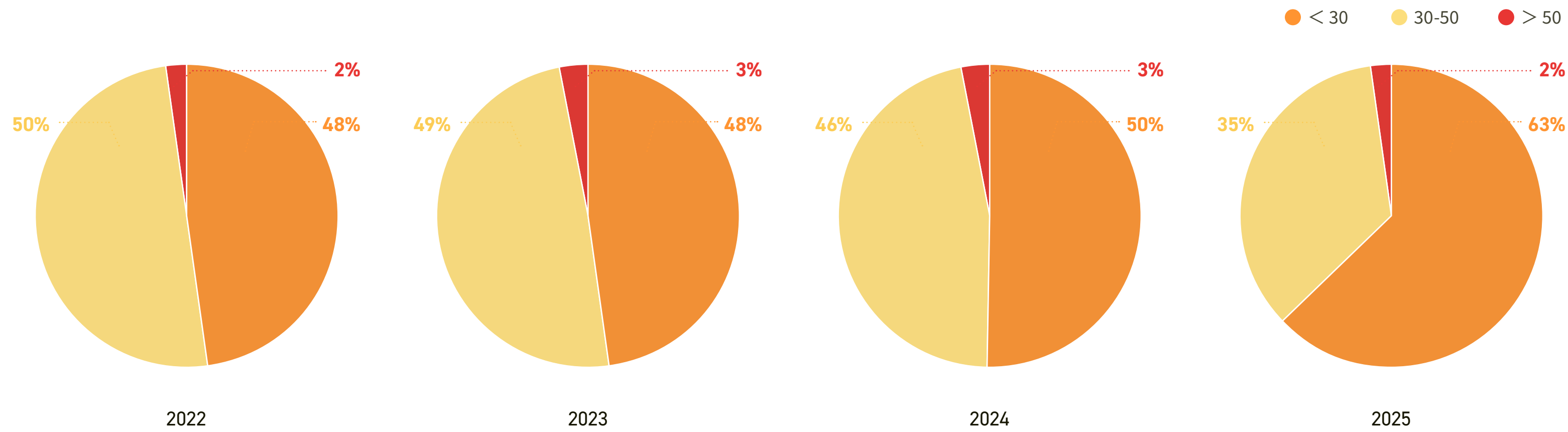
In terms of talent retention management, the Group regularly tracks turnover rates and their structural changes to gain in-depth insight into the mobility characteristics of different employee groups, serving as an important basis for optimizing its talent policies. In 2025, the overall turnover rate 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



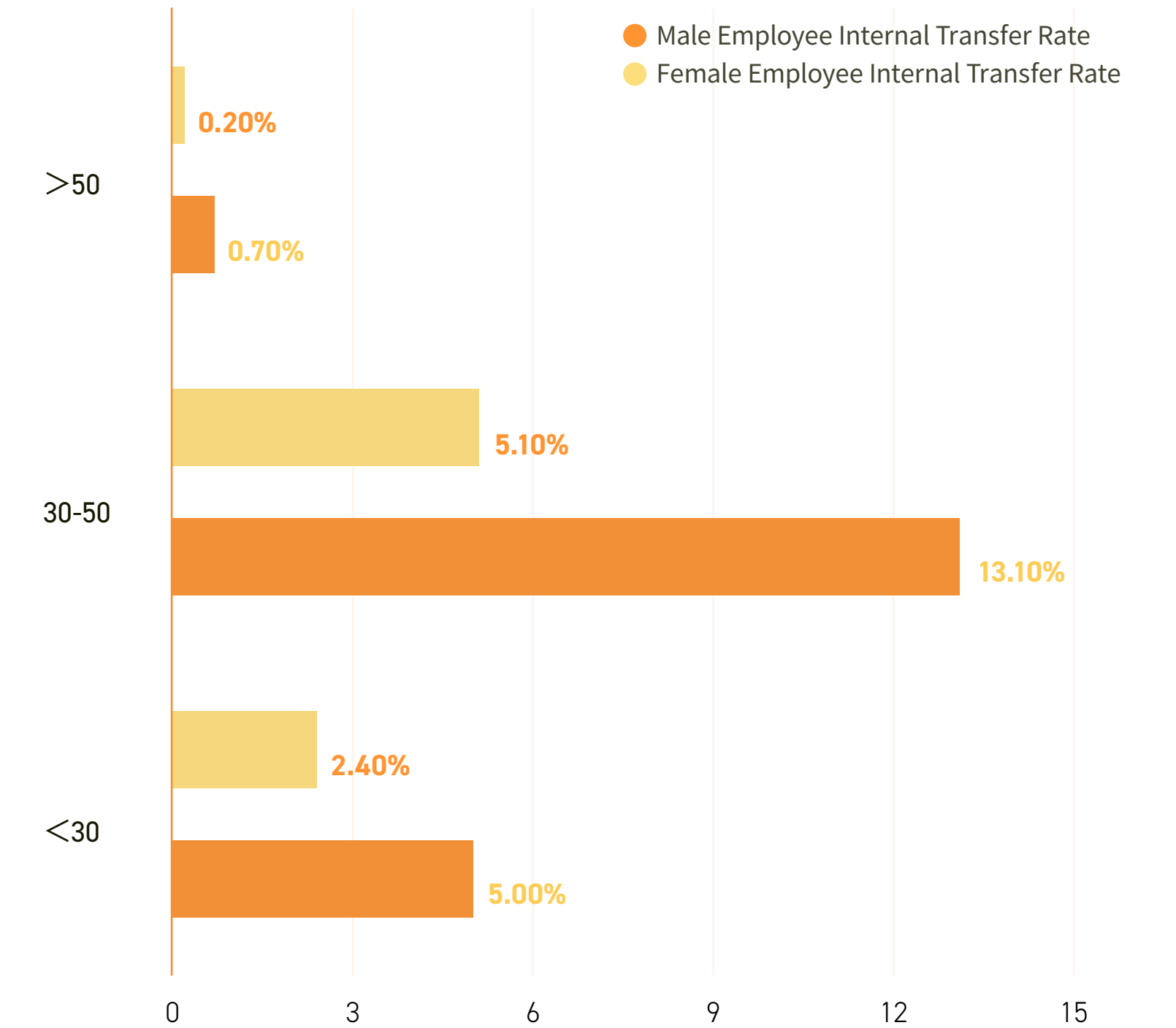
Statistics of Female Departing Employees by Age Group



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.

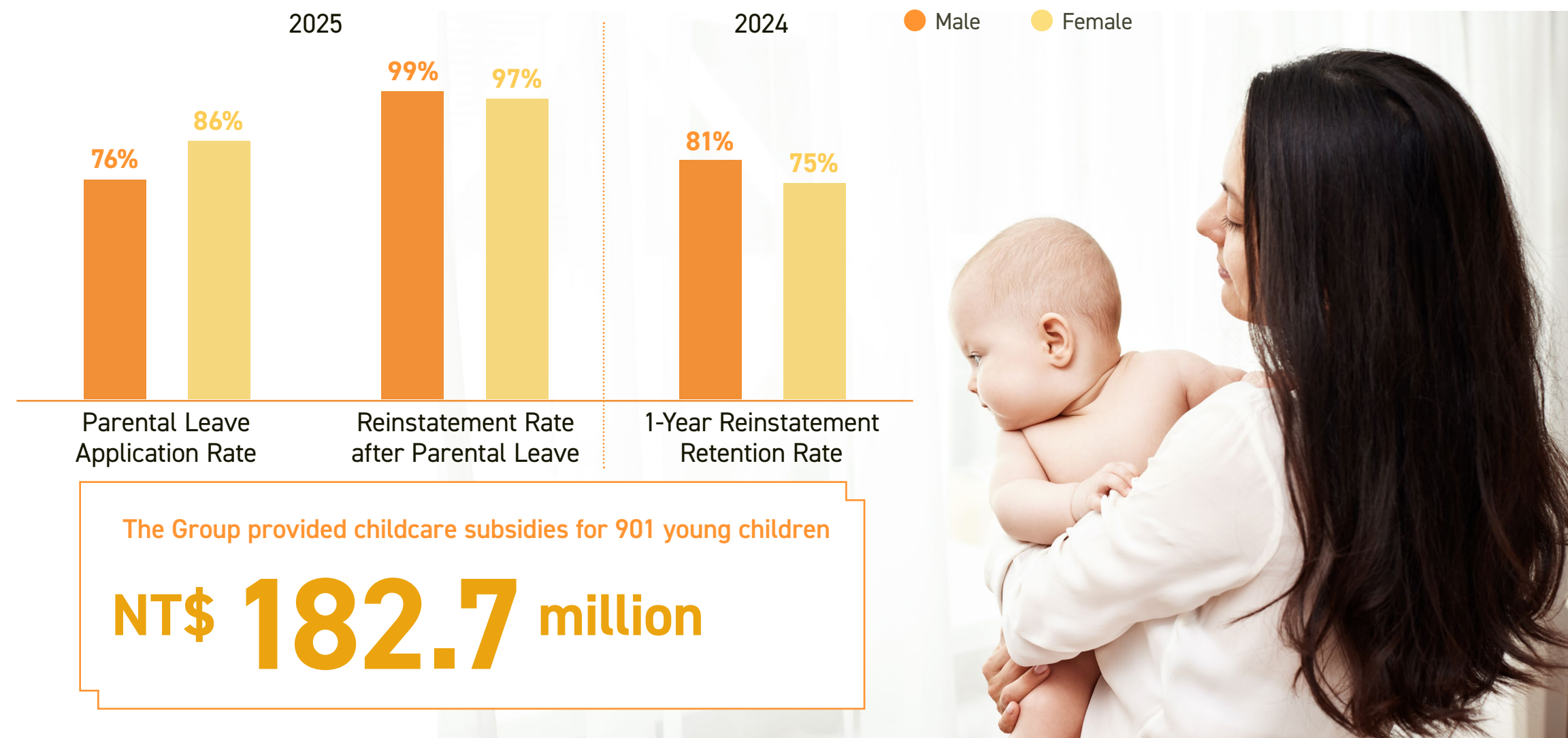
Parental Leave

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.



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%**.

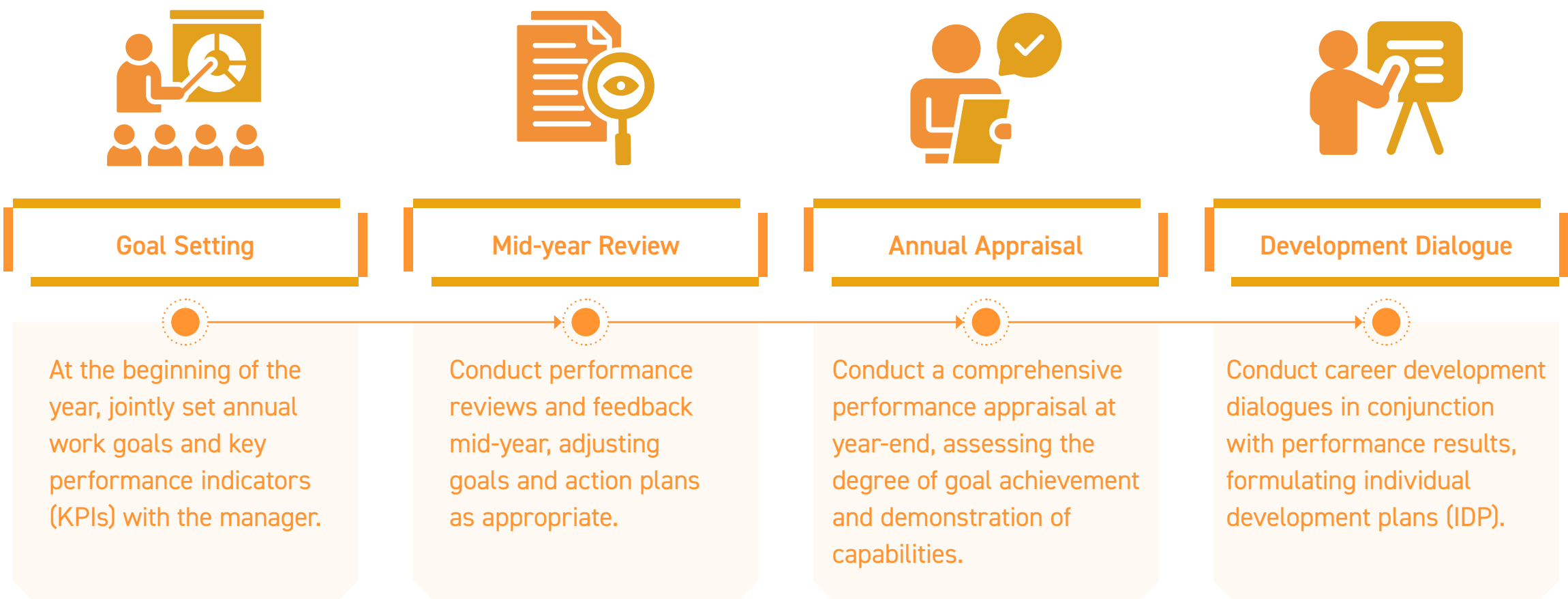
Employee Performance Evaluation and Satisfaction Surveys

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

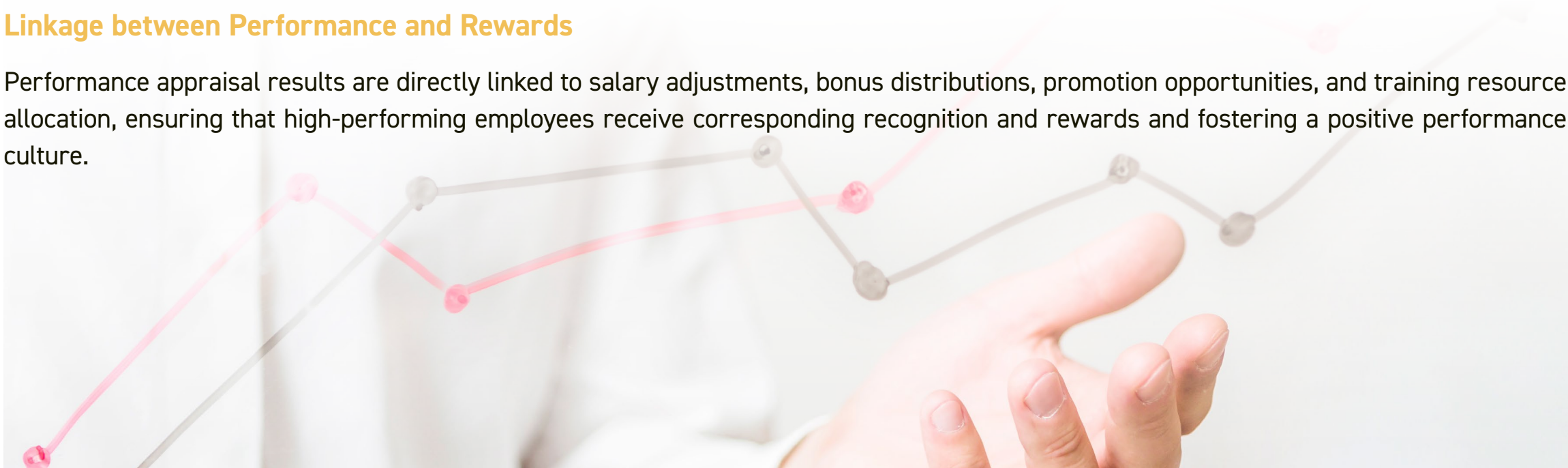
In 2025, 100% of Foxconn's full-time employees worldwide completed the annual performance appraisal, ensuring that every employee receives fair performance feedback and development recommendations.

Performance Appraisal Process



Linkage between Performance and Rewards

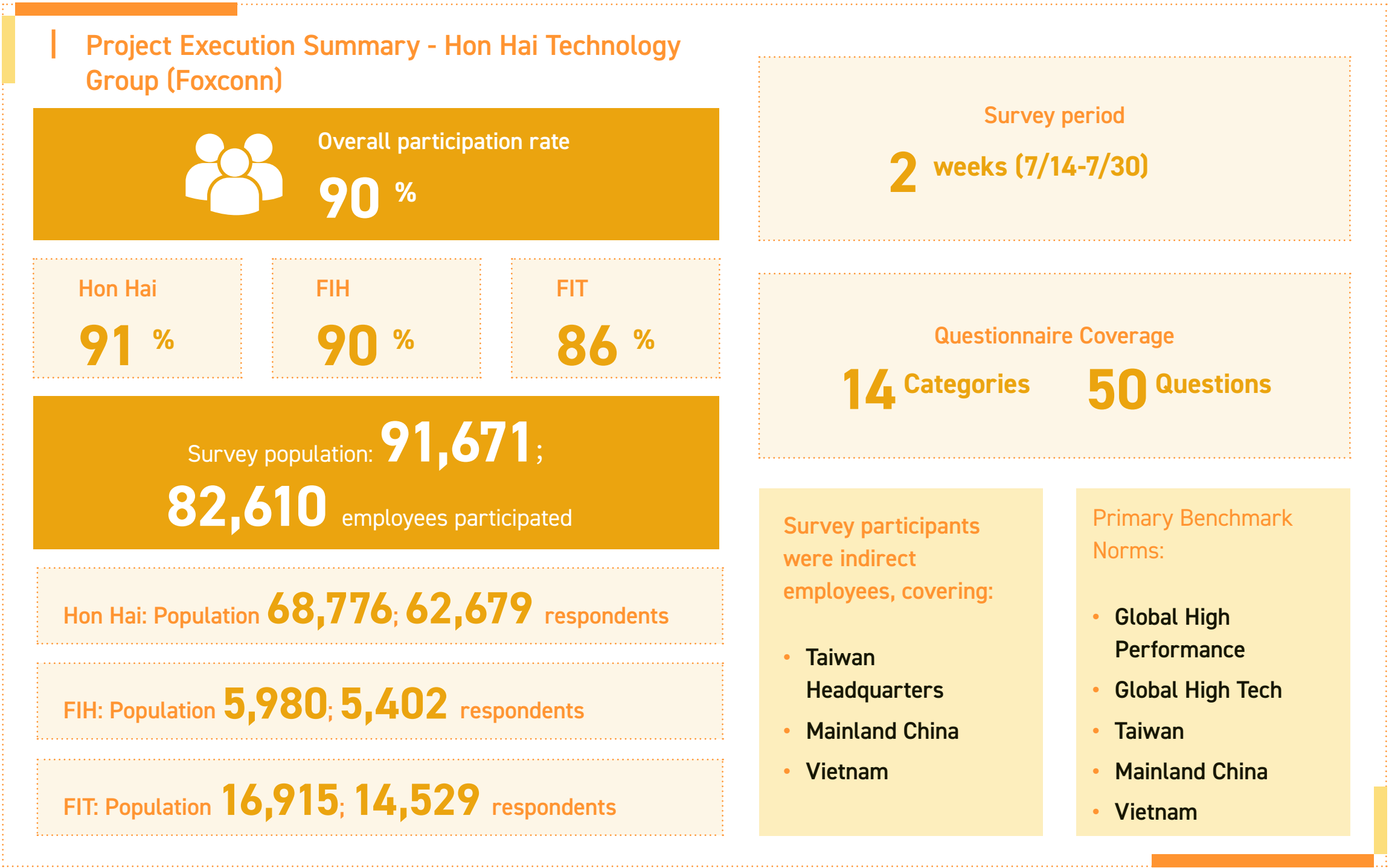
Performance appraisal results are directly linked to salary adjustments, bonus distributions, promotion opportunities, and training resource allocation, ensuring that high-performing employees receive corresponding recognition and rewards and fostering a positive performance culture.



Employee Engagement Survey

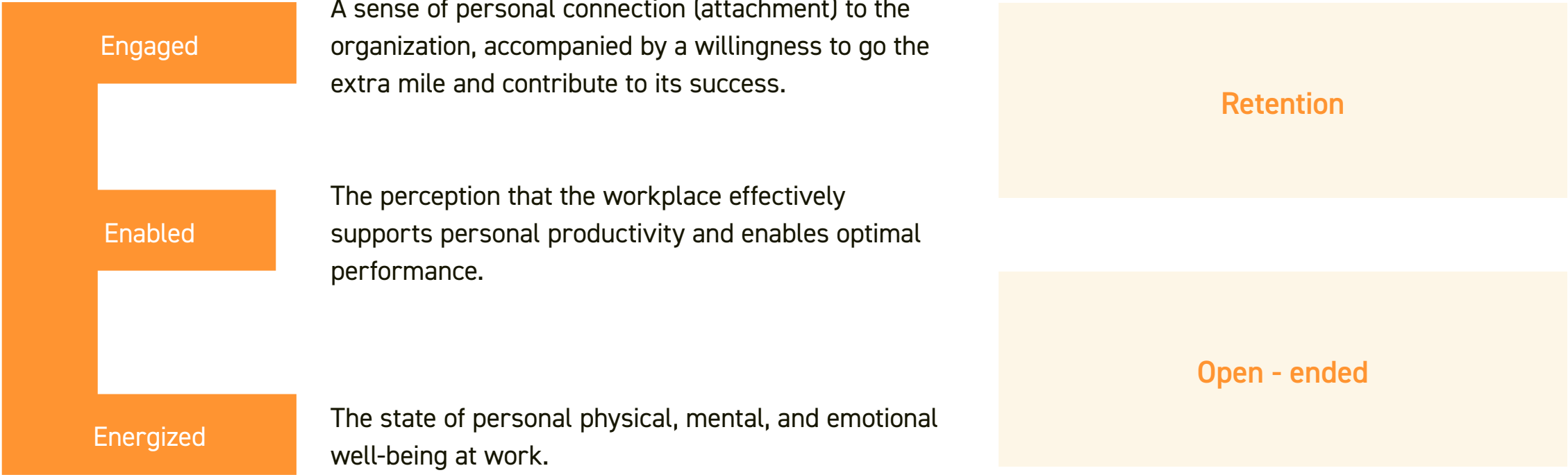
Foxconn Technology Group regularly conducts the "Sustainable Engagement Survey" and manages it through benchmarking against global norms, serving as an important basis for assessing organizational resilience and employee participation. The 2025 survey was conducted by WTW, with a survey period from July 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.



Themes Covered in Sustainable Engagement Survey

Sustainable Engagement



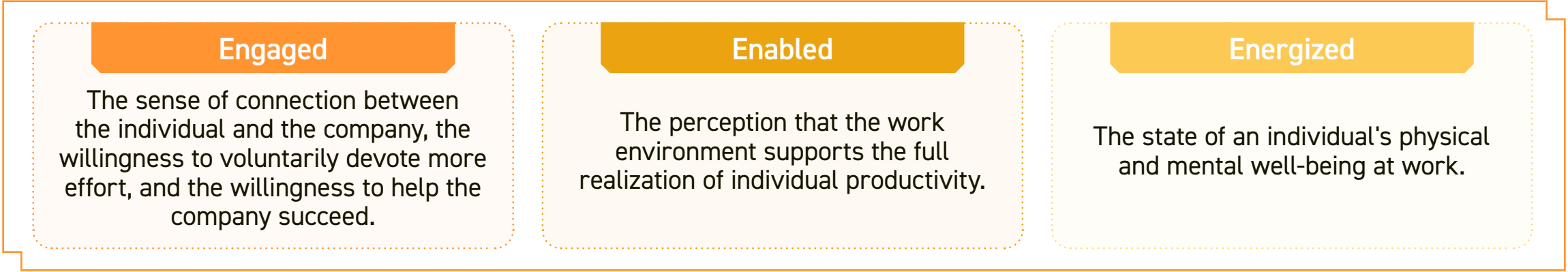
High-Performance Employee Experience



Sustainable Engagement

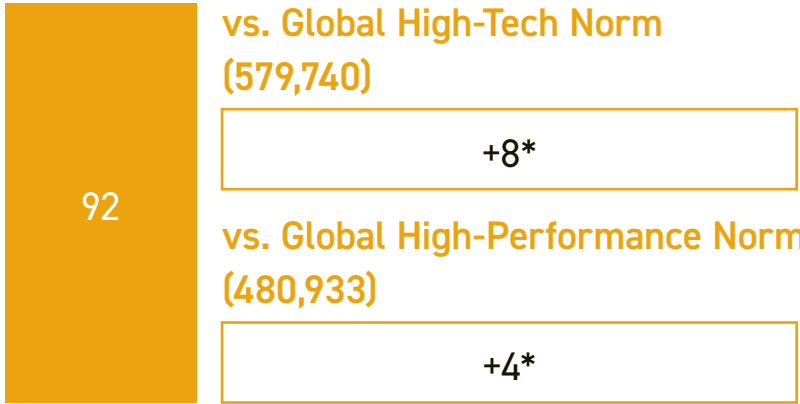
The Group's sustainable engagement reached 92%, 8% above the Global High-Tech Norm and 4% above the Global High-Performance Norm, indicating employees' strong identification with and commitment to the organization.

Sustainable engagement covers three major dimensions:

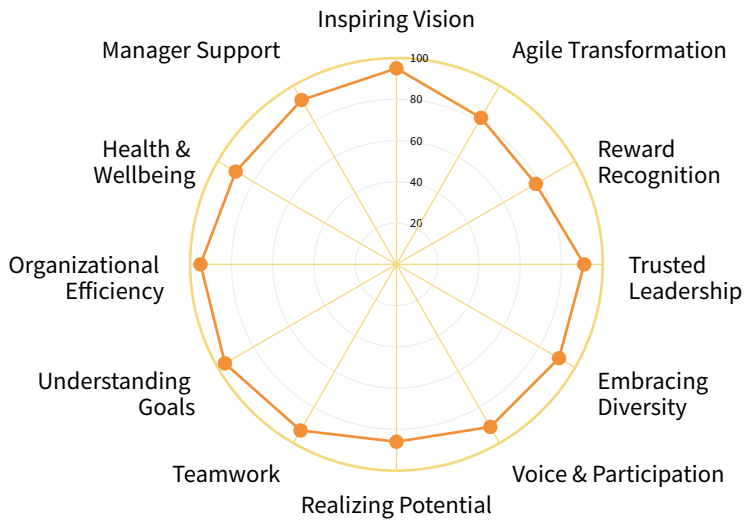
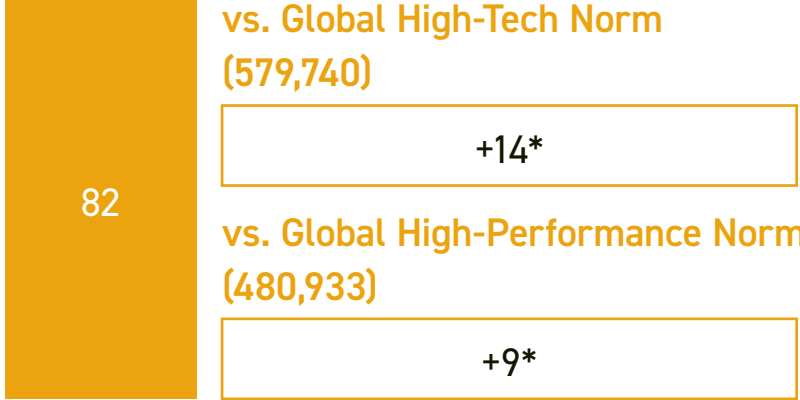


Survey Results of 3 Major Themes - Hon Hai Technology Group (Foxconn)

Sustainable Engagement



Retention



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:



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

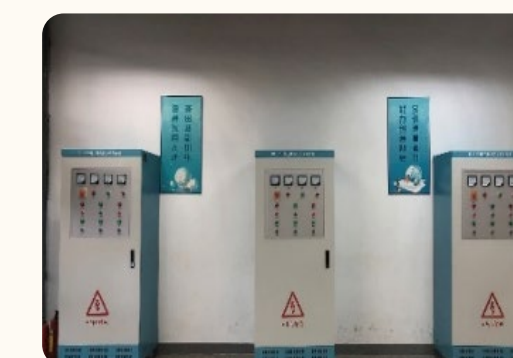
IoT Lab



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



Foxconn Online Education Platform



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

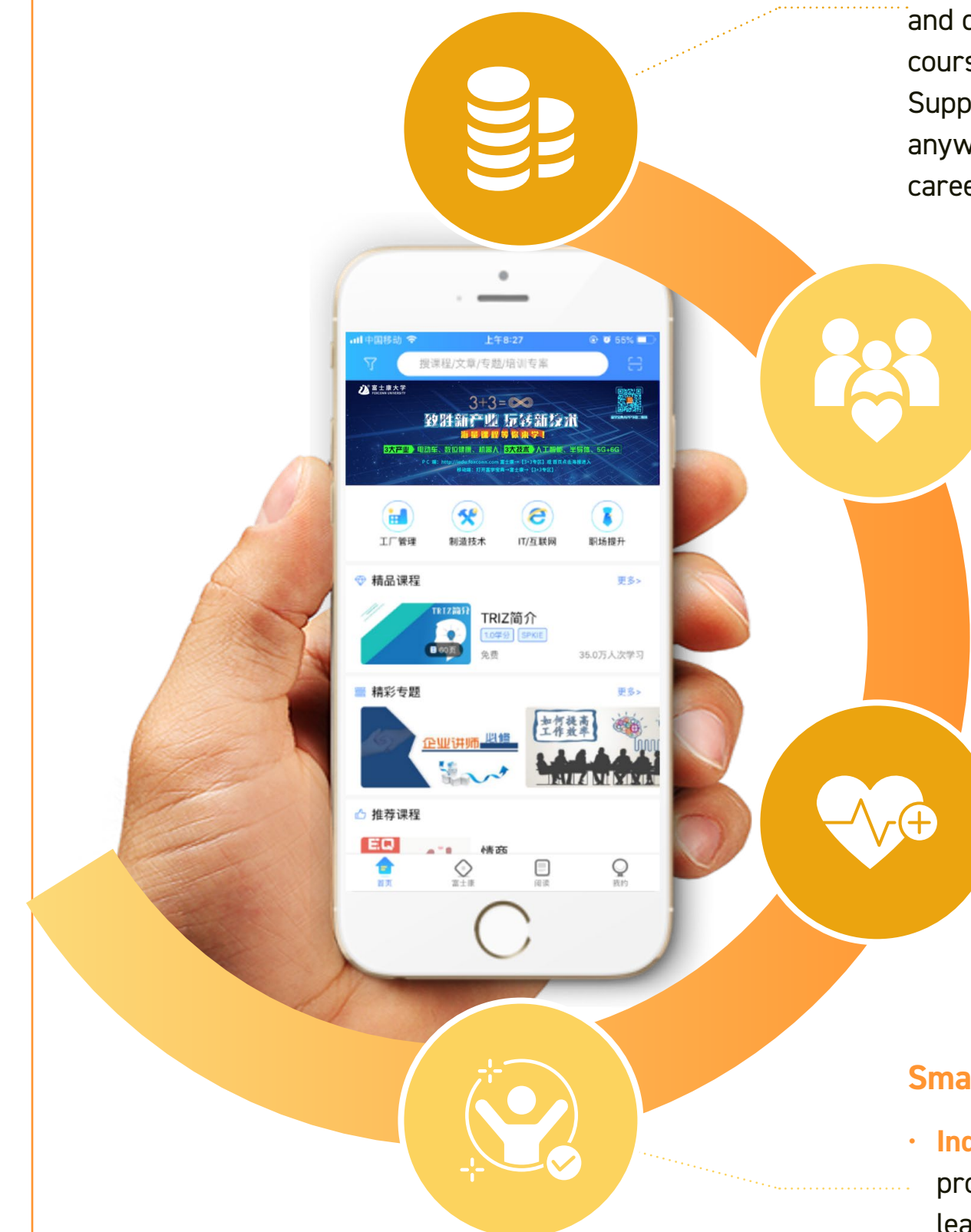
Supports online recorded/live teaching, real-time interaction, discussion, and Q&A.
AI training assistant, AI course creation assistant, AI question generation/grading, AI review assistant, etc.

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.

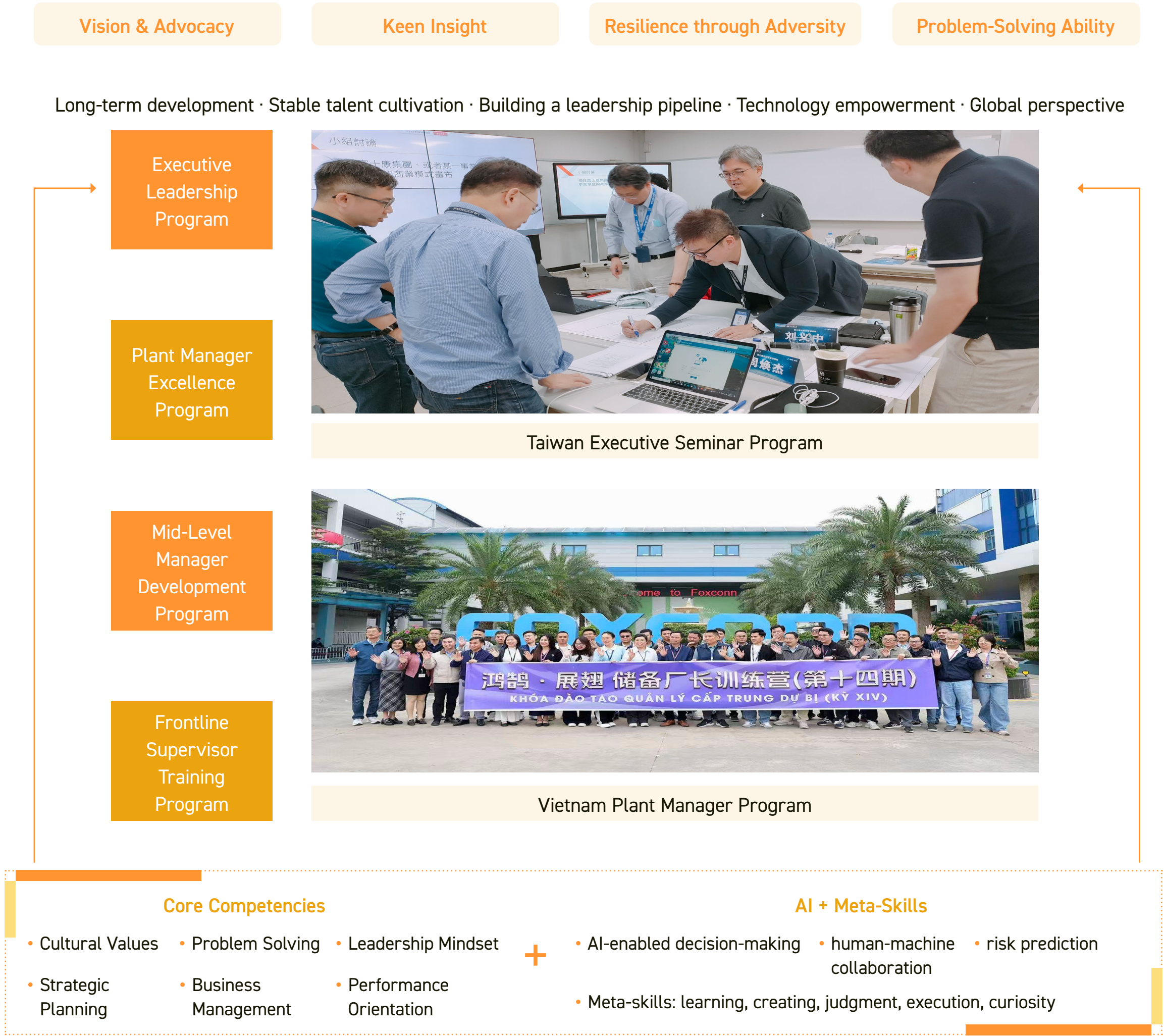
The project covers all levels of participants, from new graduate elite cadre trainees, professional-level cadres, section-level cadres, and plant-level management cadres to senior management cadres, and establishes a cultivation framework based on a tiered competency model, covering aspects such as cultural 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



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



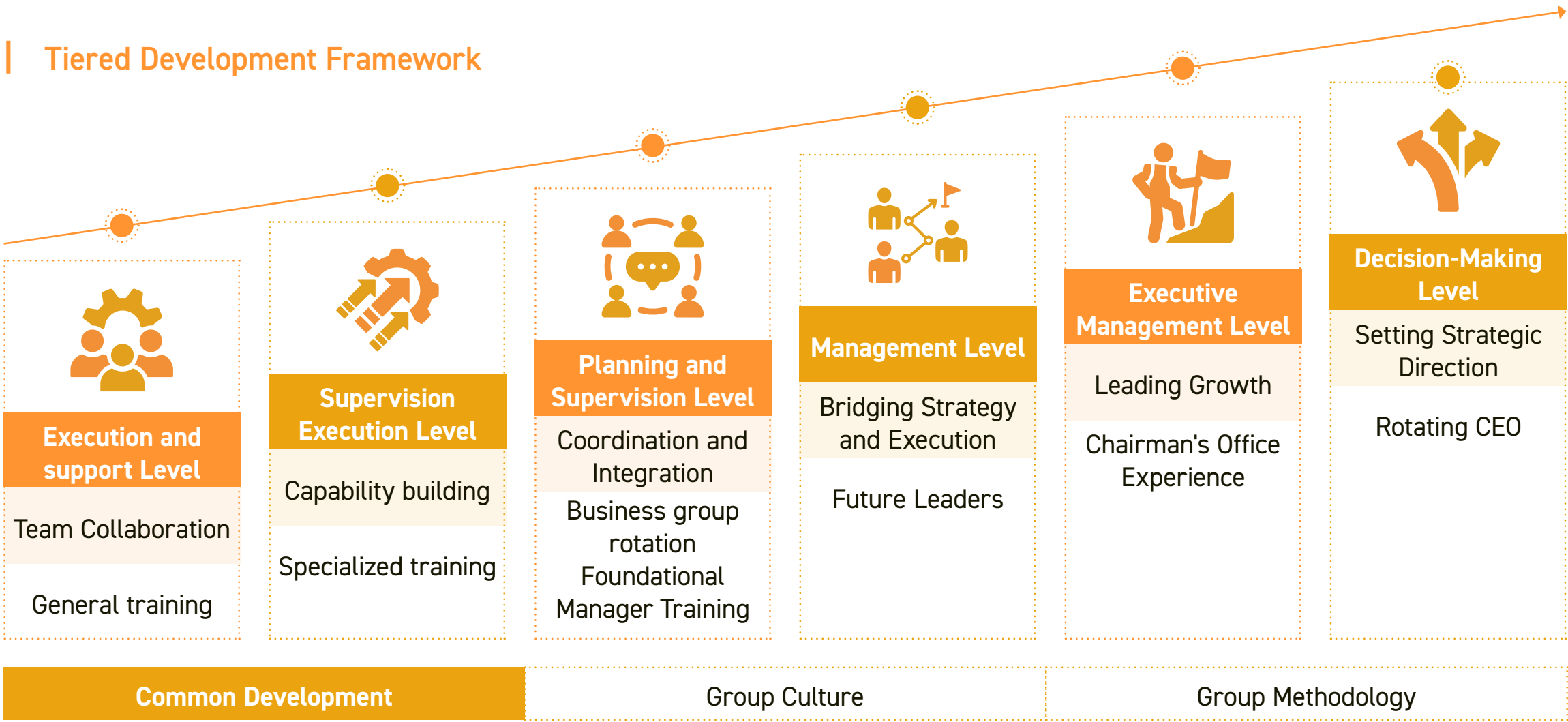
Senior Leadership Development and Succession Pipeline

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.

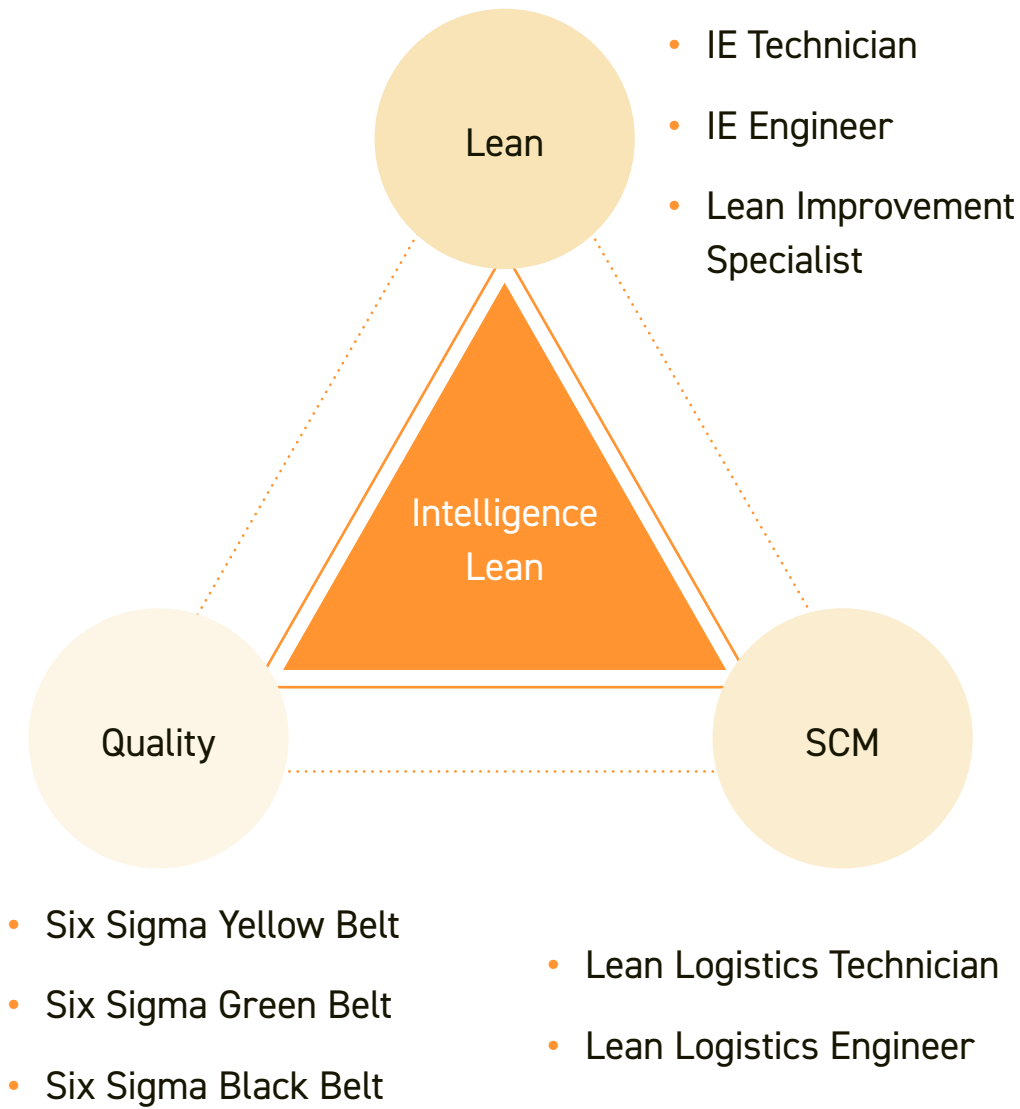
In 2025, Foxconn University continued to optimize the Smart Manufacturing Four Modernizations training with the "Four Practicals" (practical study, experimentation, practice, and real-world application) philosophy; building full-module courses online and strengthening hands-on practice through diverse 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

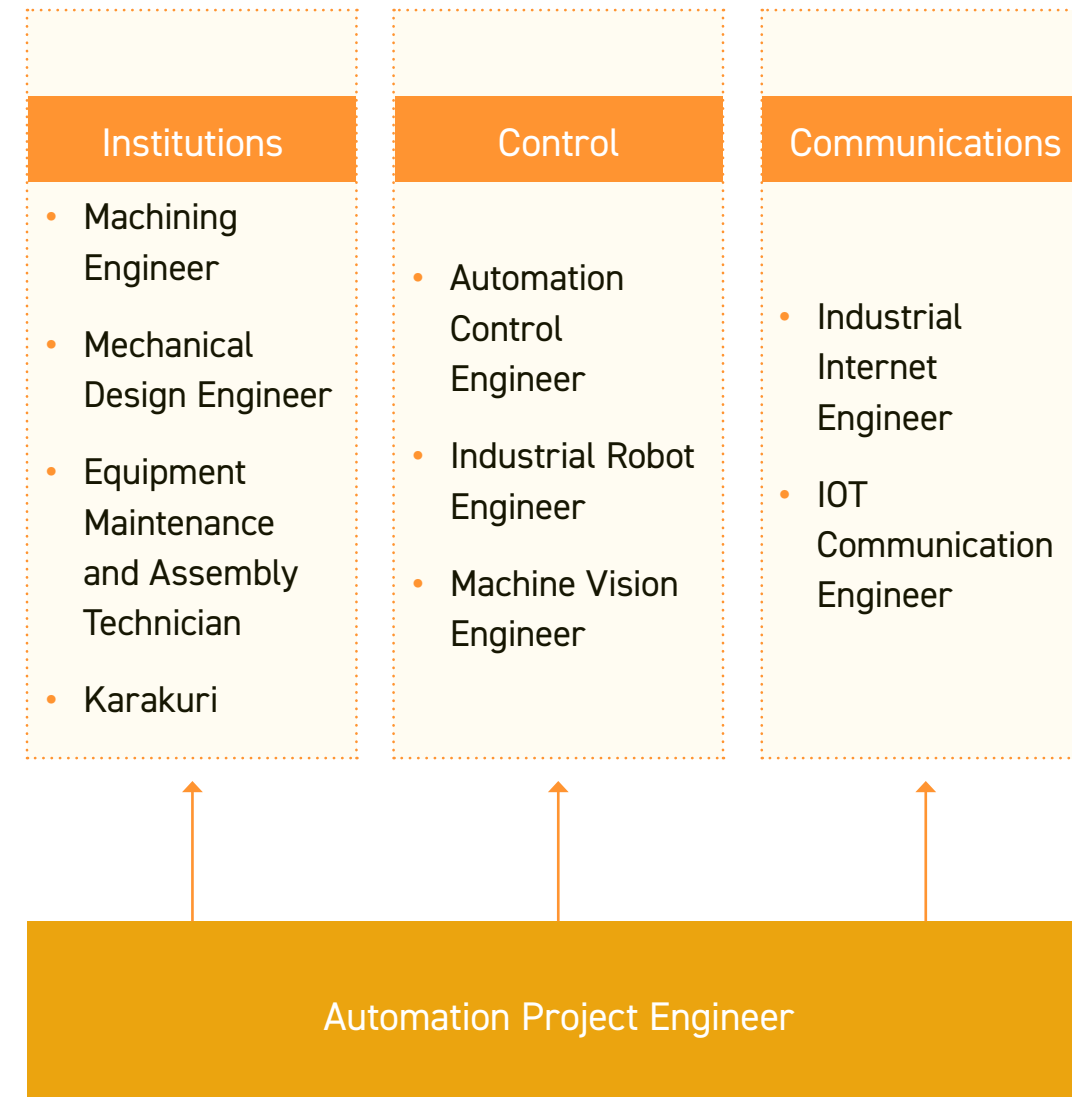
Digital Strategy

- Customer Experience
- Smart Decision-making
- Operational Efficiency
- Lighthouse Factory

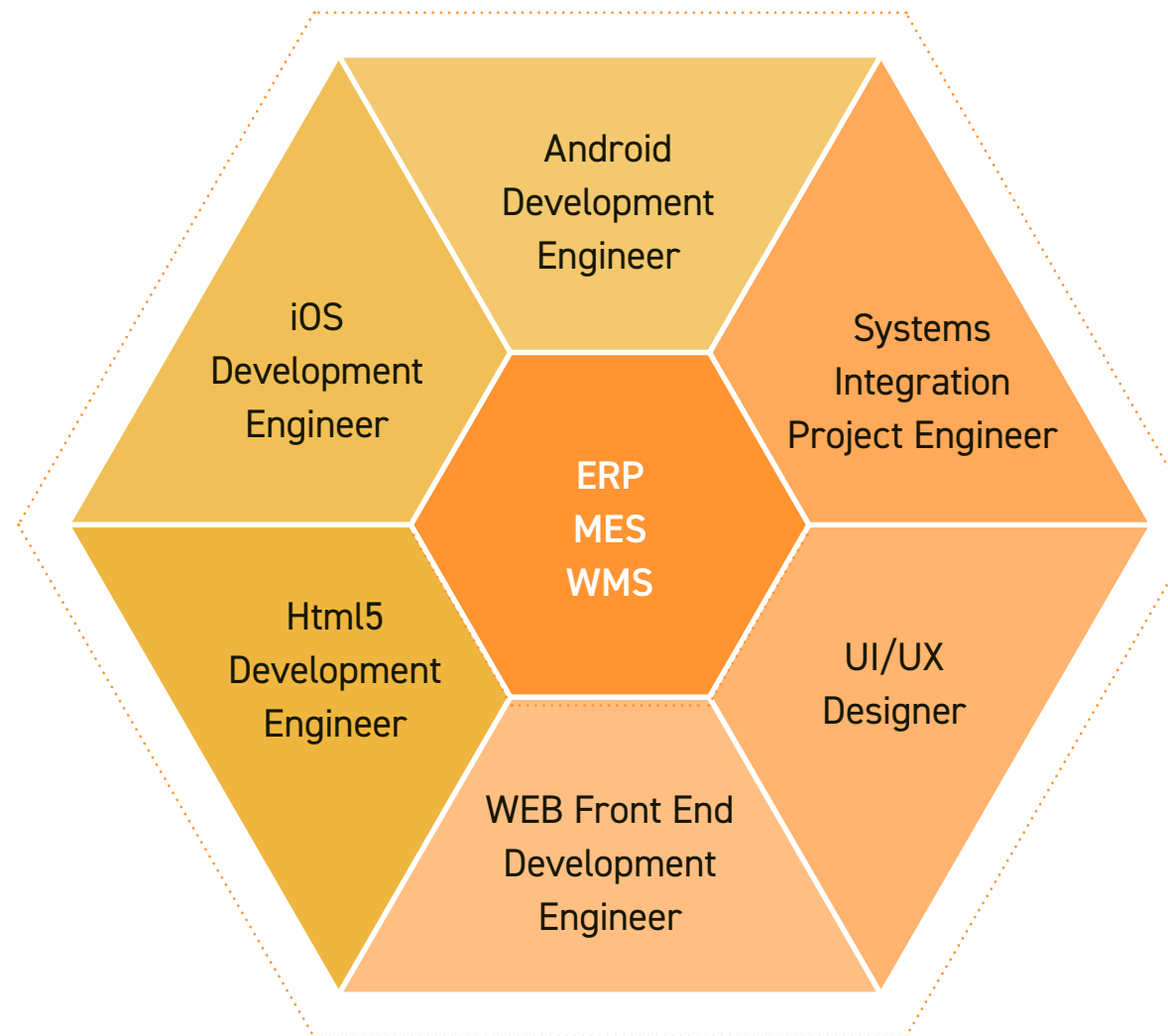
Lean



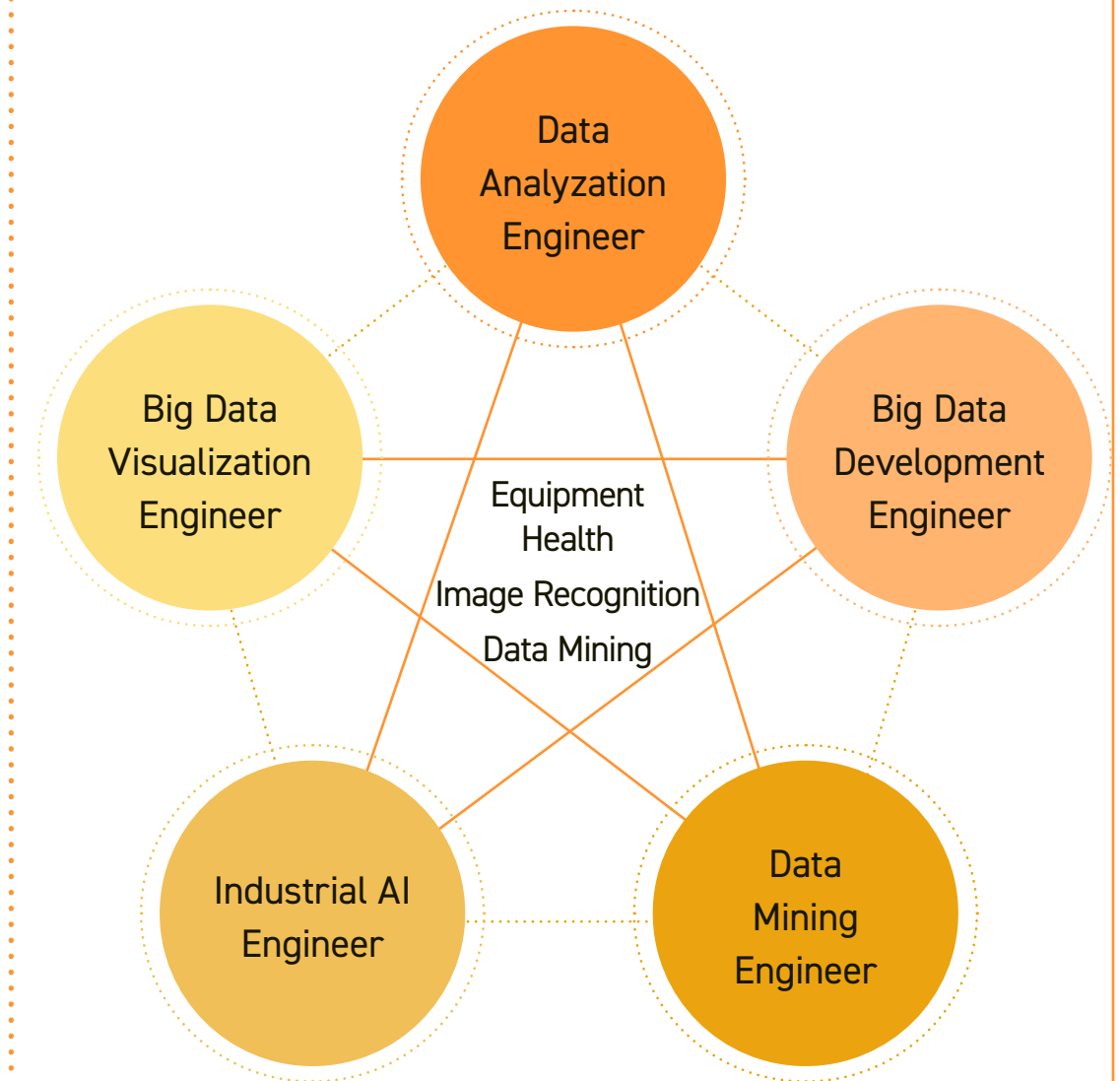
Automation



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

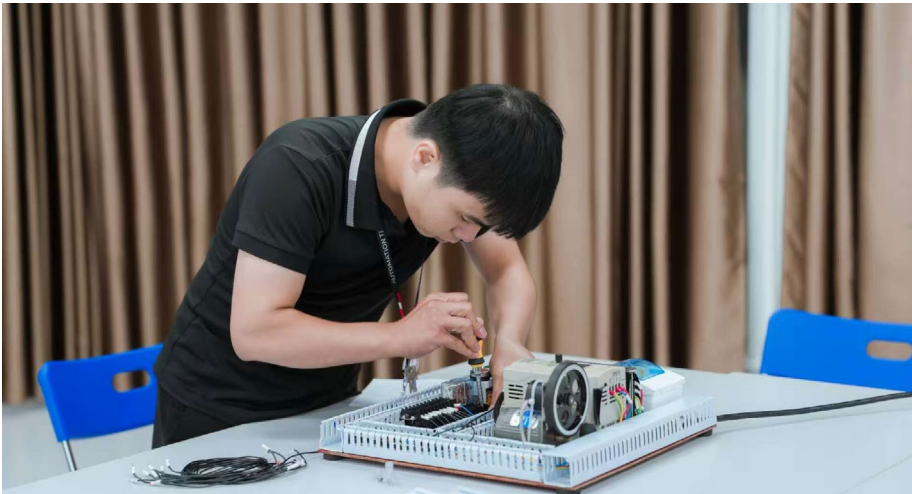
Smart	AI mindset	AI exploration	AI empowerment	AI tools
Digital	Cloud computing	business systems	data governance	systems integration
Automation	Industrial control	industrial robots	additive manufacturing	IoT
Lean	Lean principles	lean tools	lean processes	lean management

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

1,128,700 learner-sessions

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				G

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				E

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			S



專題描述：涵蓋 ESG 策略、淨零碳排、人權、公益與生物多樣性等永續核心實務。課程內容橫跨全球趨勢解析、標竿案例分享、評比與揭露規範解析，協助企業從內部文化培養、供應鏈管理到國際合規對接，全面提升永續轉型能力與實務操作力。



搶攻永續新商機：下一波 ESG 大趨勢
1.5 學分 SPKEP
5.8 萬人次學習



加速淨零！企业内部碳定价的治理守则
1.5 學分 SPKEP
4.8 萬人次學習



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 萬人次學習

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



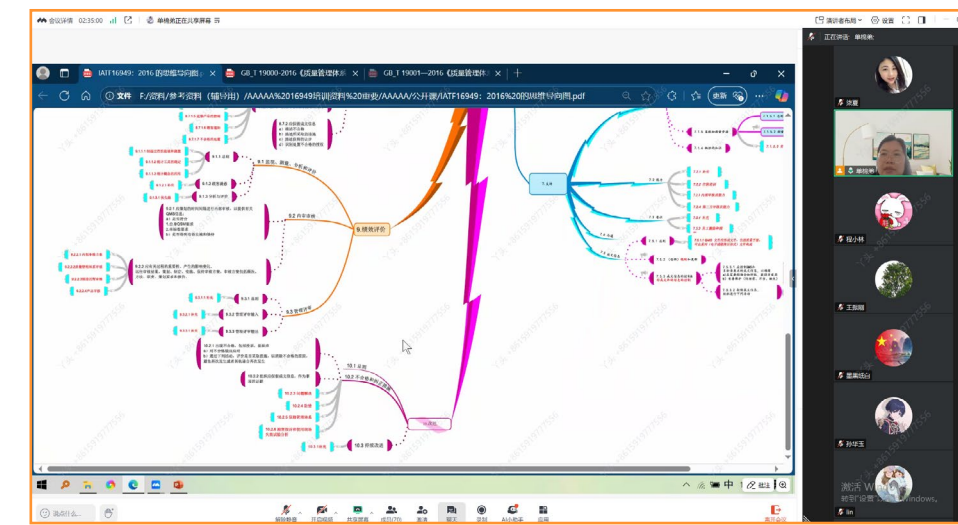
Sustainable Development & Environmental Management

- 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



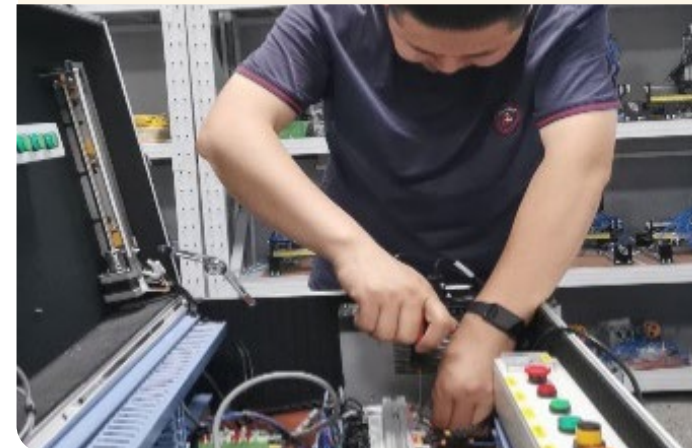
Apply to Learn

- 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

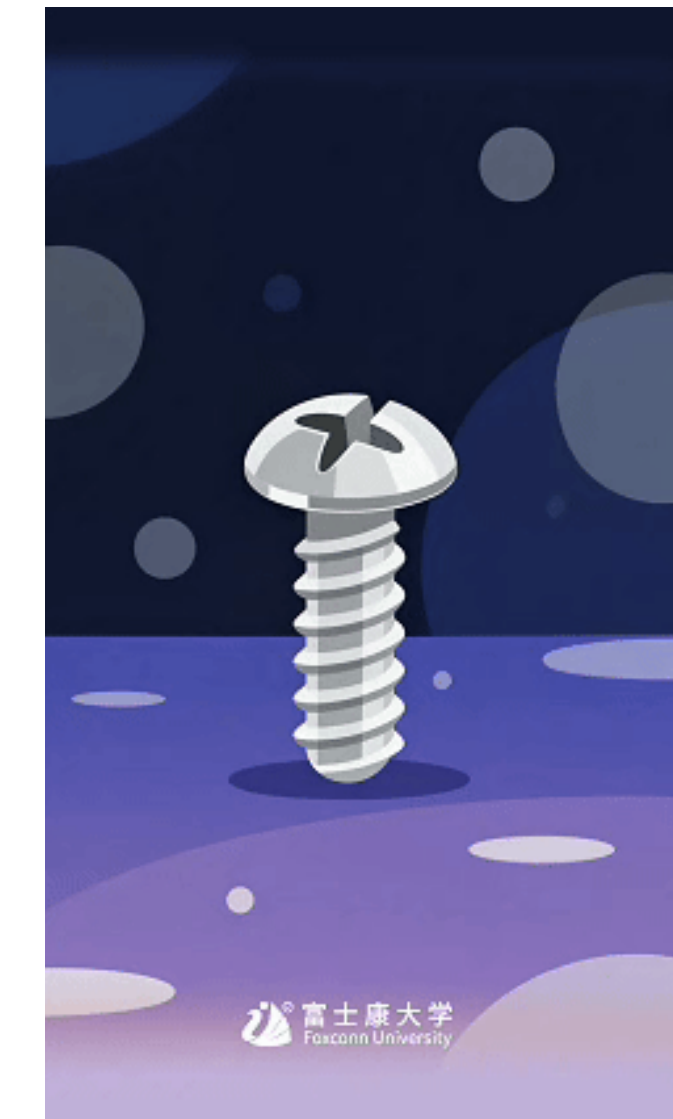
- Mental health knowledge
- occupational disease classification & prevention
- depression
- OCD



让我们携手培育一颗美好的心灵

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.



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.

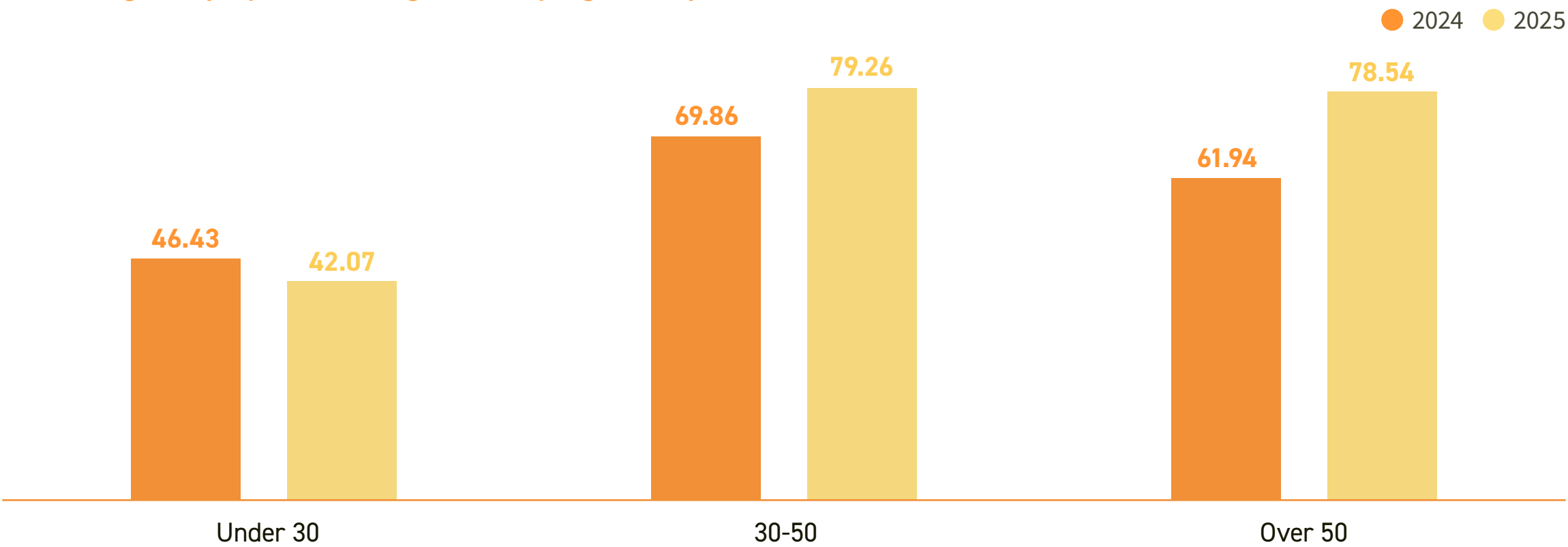
Linking to Performance Improvement

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

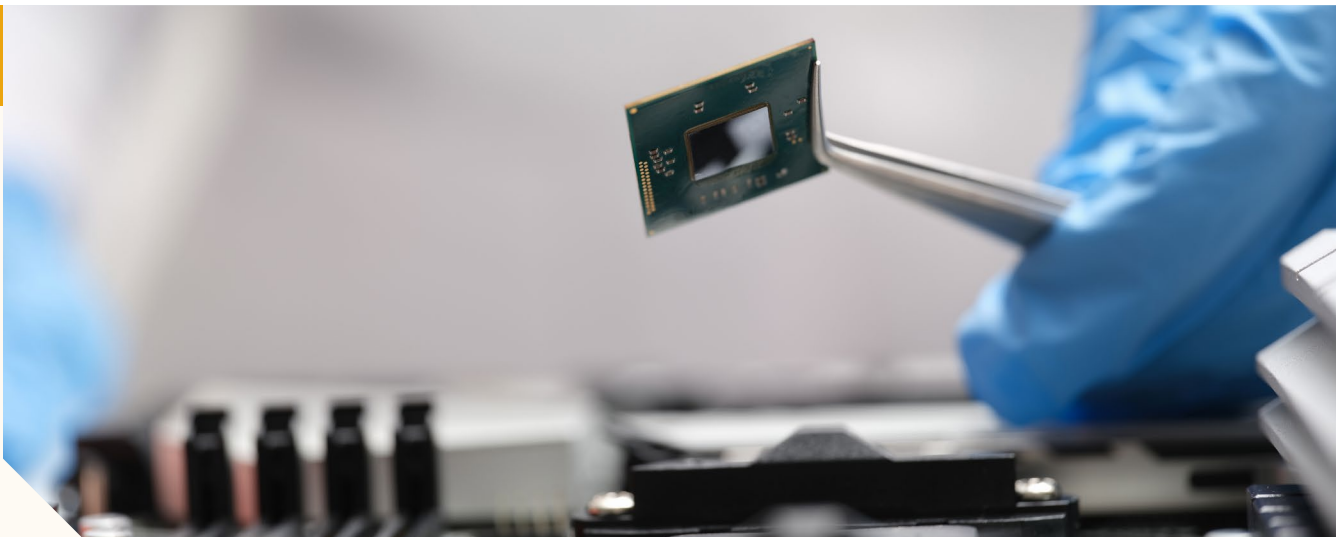
These indicators show that Foxconn's investment in human capital development has been effectively translated into improved organizational performance and competitive advantage.



Spotlight

2025 Program: AI Capability Leap Program

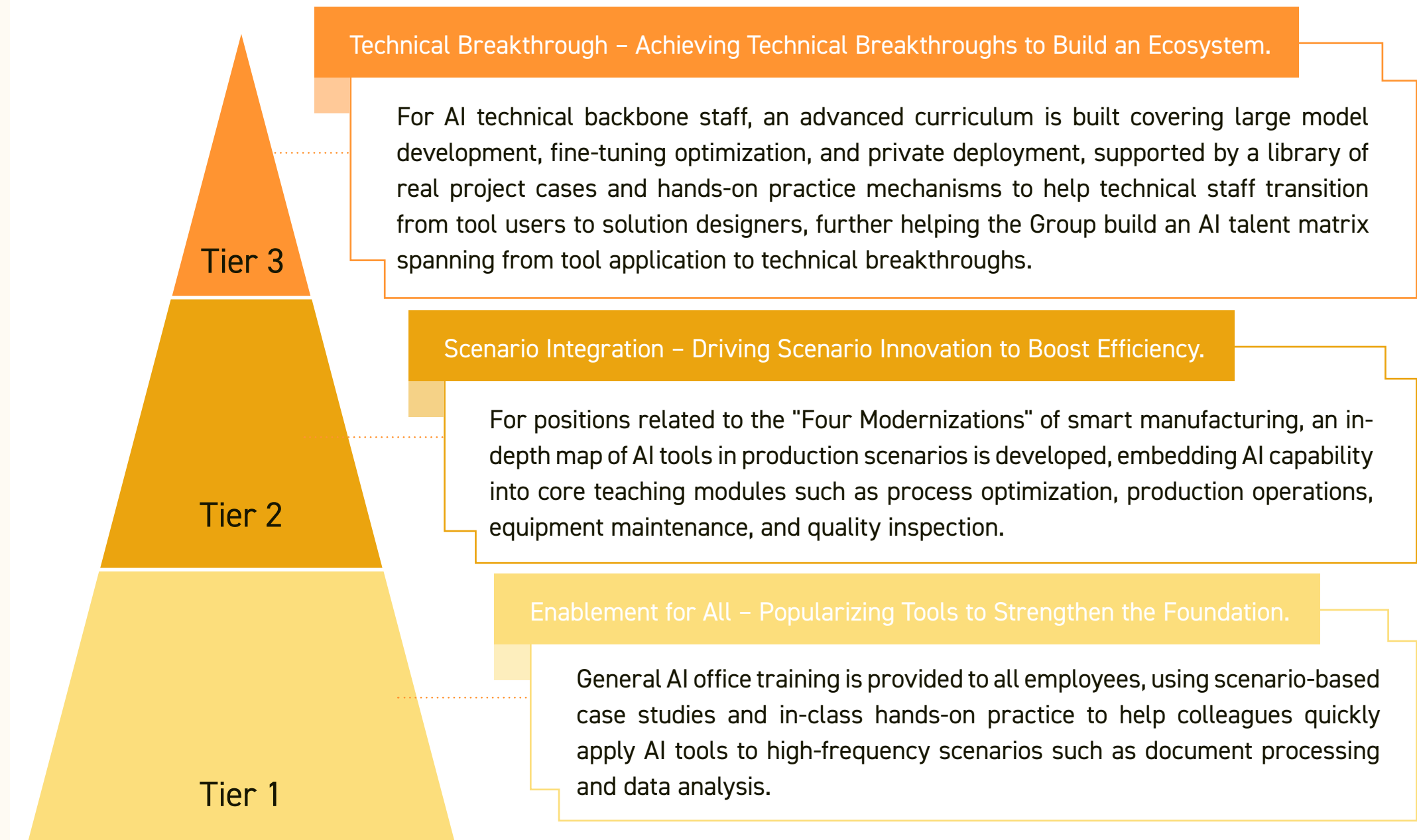
In 2025, in response to the global wave of AI industrialization and the Group's digital transformation strategy, Foxconn University fully upgraded its "AI Capability Leap Program," building a three-tier curriculum system of "Enablement for All – Scenario Integration – Technical Breakthrough," advancing 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:



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.

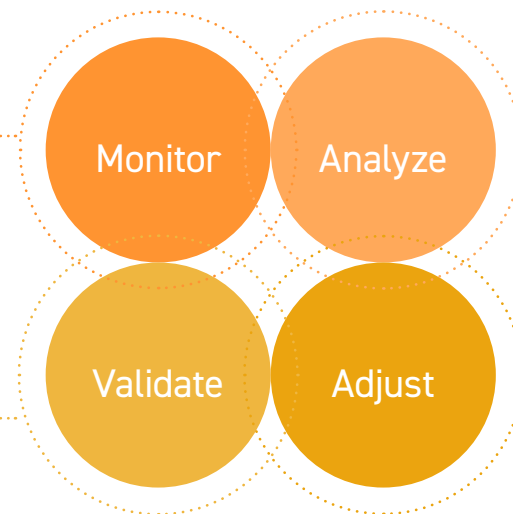
Iteration Mechanism

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.



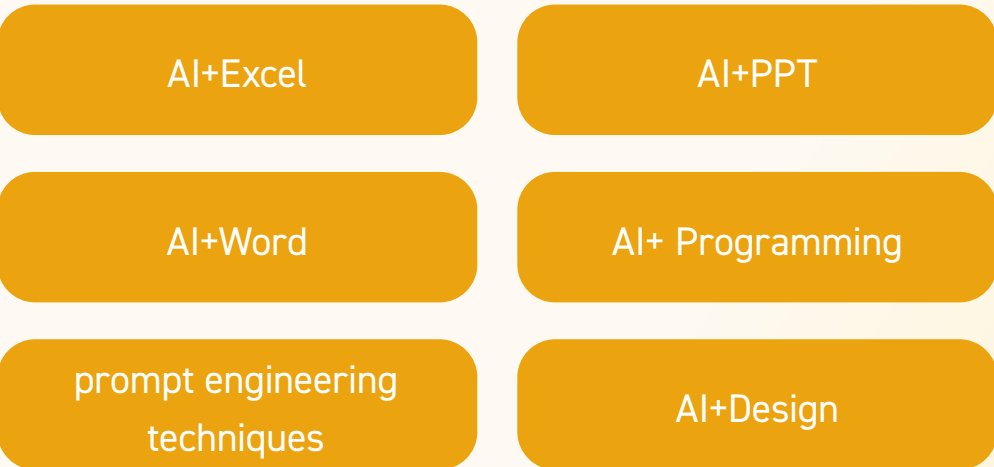
Aggregate information across the three layers of industry, business, and employees, compare it against the course system and capability standards, identify training gaps, and categorize emerging needs.

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.

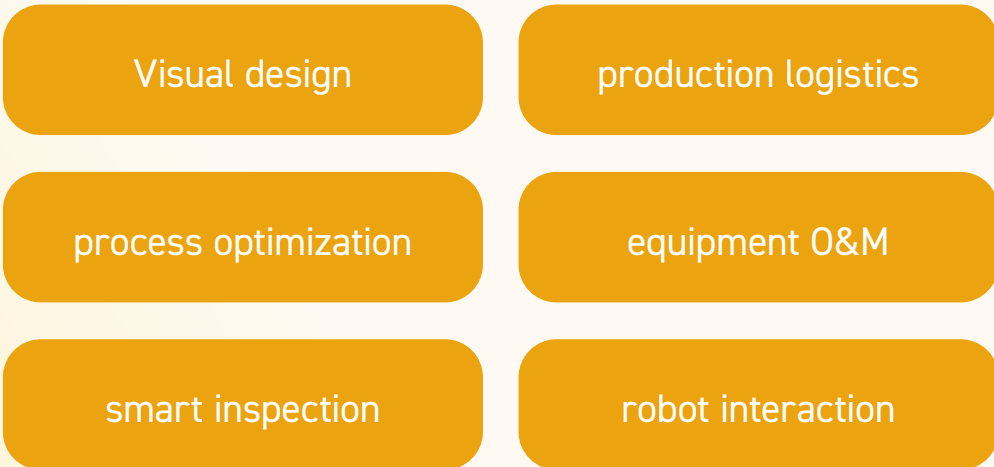
AI Training Boosts Performance



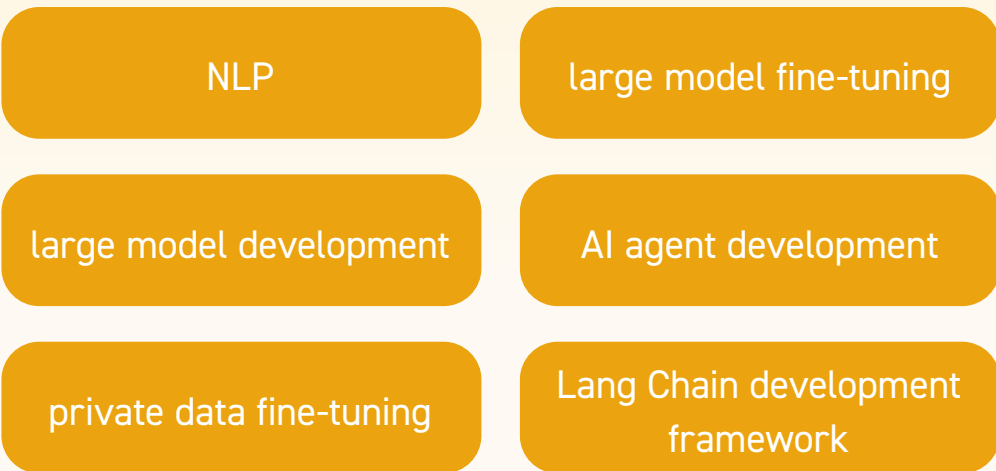
AI + Office Efficiency



AI + Business Scenarios

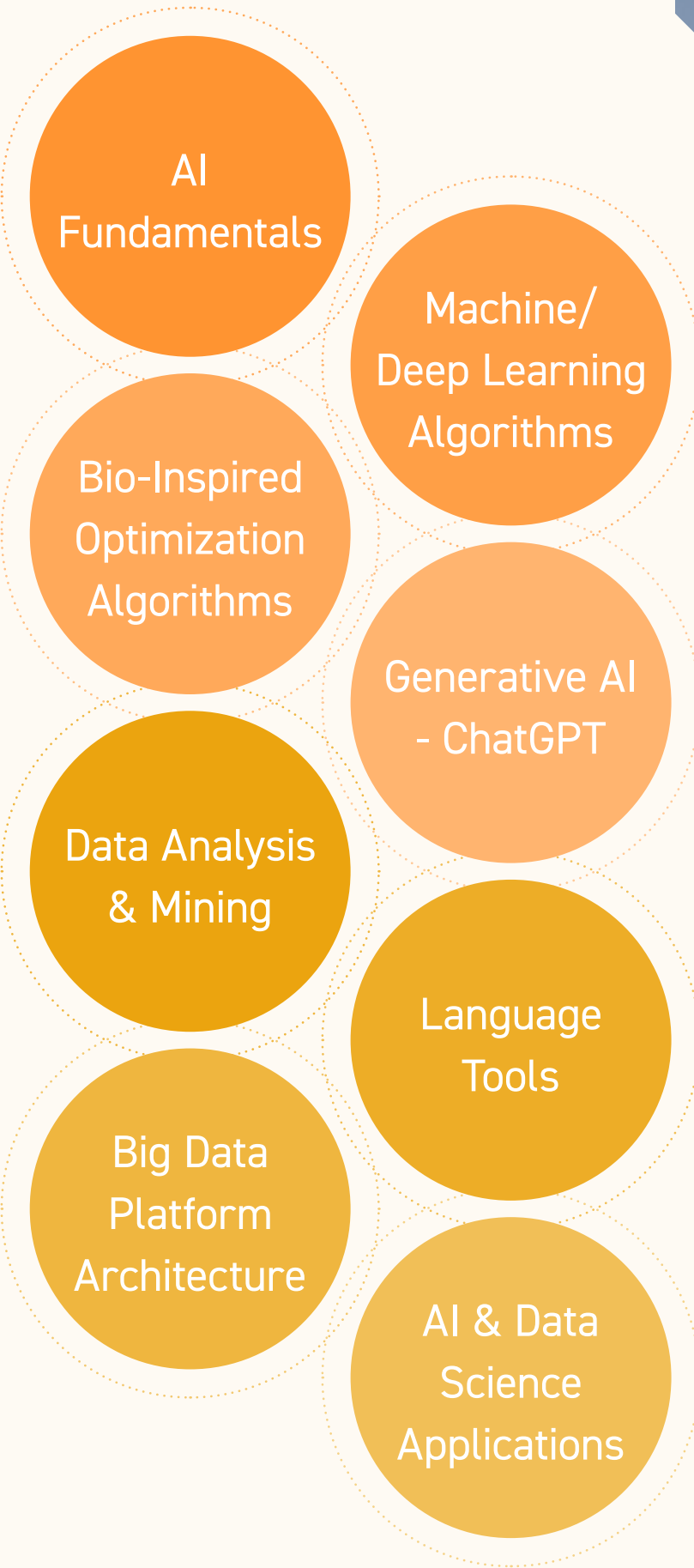


Professional Technical Talent



"Fu-learning" AI & Data Science Courses

8 categories, 336 course materials, 1.15 million learner-sessions



Exploring the Mysteries of Nature: "Bio-Inspired Optimization Algorithms"



Employee Growth Stories

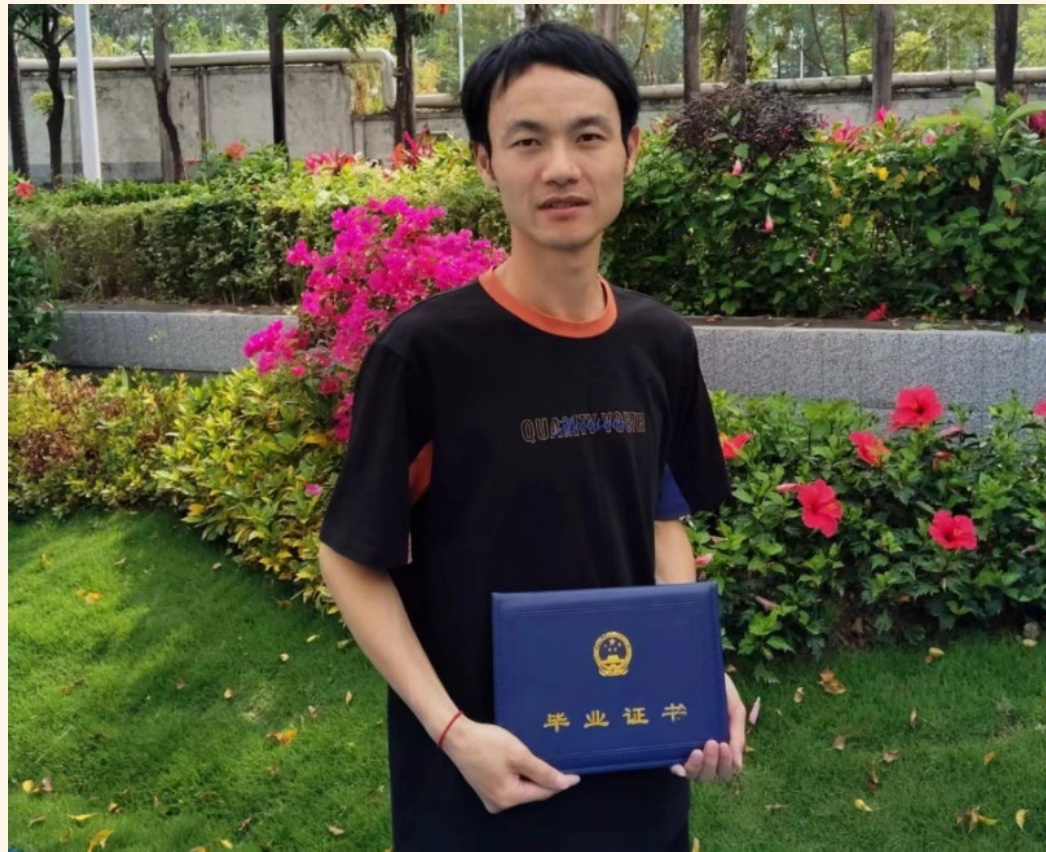
Story One: From "Just Getting the Job Done" to "Knowing Where I Stand"

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.

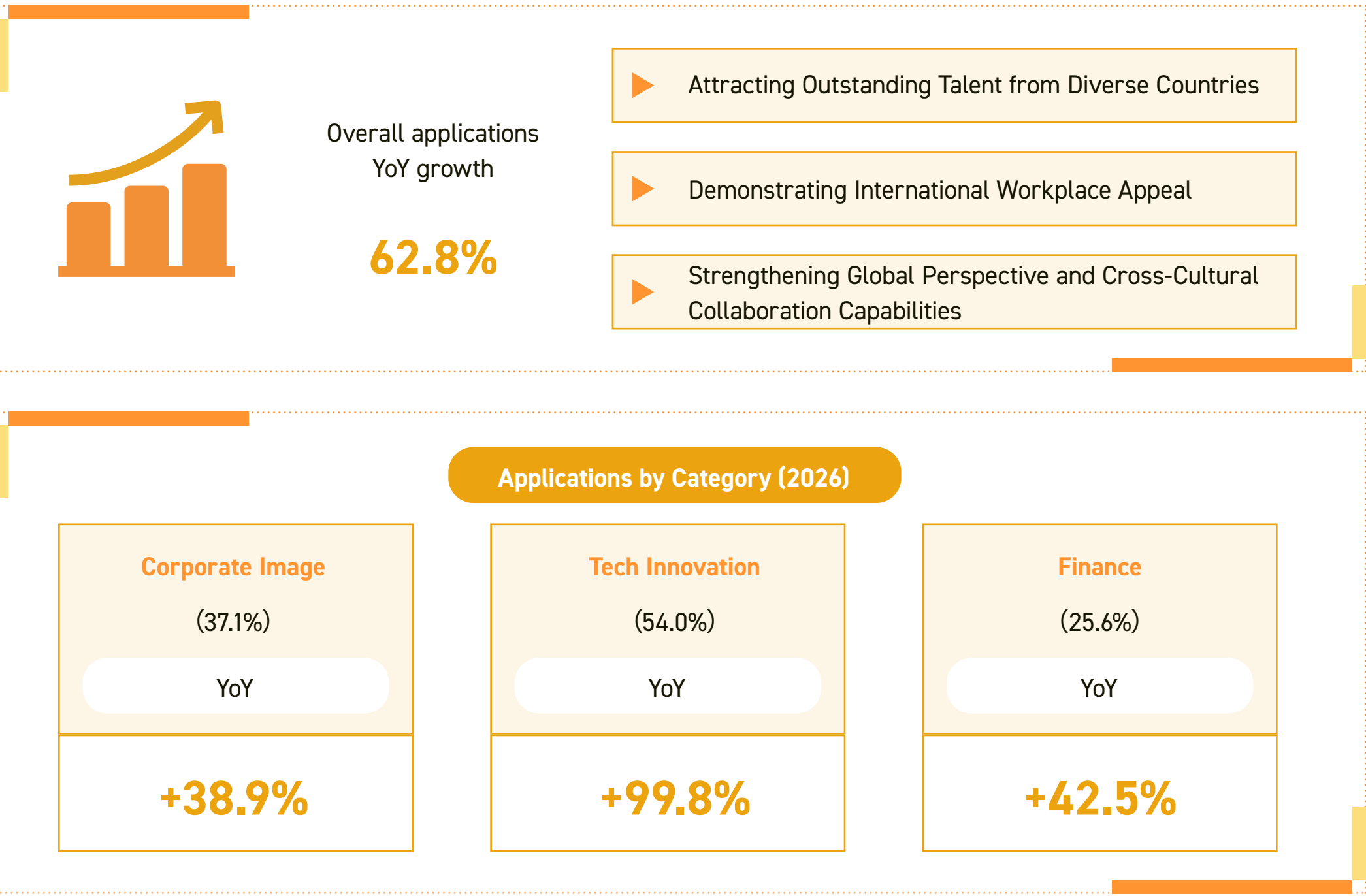
• **Cultivation of Cross-functional Collaboration Capabilities**

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



Diversity, Equity, and Inclusion

Diversity Commitments and Policies

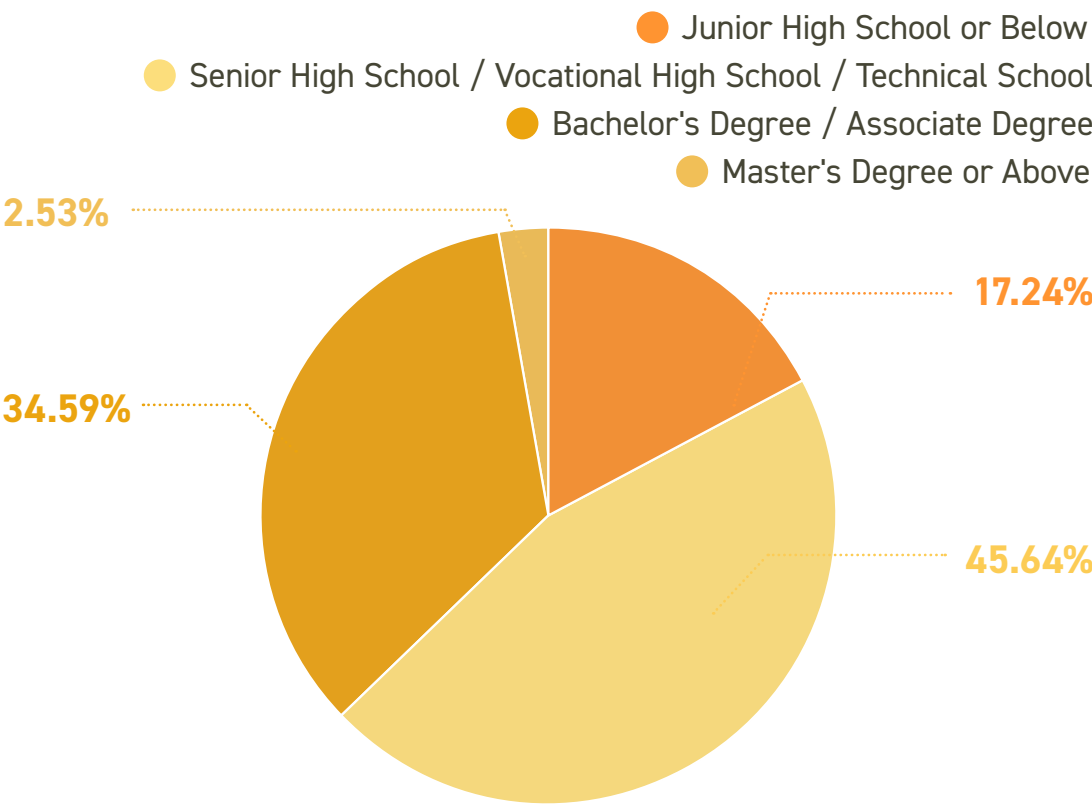
Foxconn values the innovative value brought by different backgrounds, experiences, and perspectives, and continues to advance the concept of Diversity, Equity and Inclusion (DEI), committed to building a work environment that respects differences, eliminates discrimination, and allows employees to speak 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

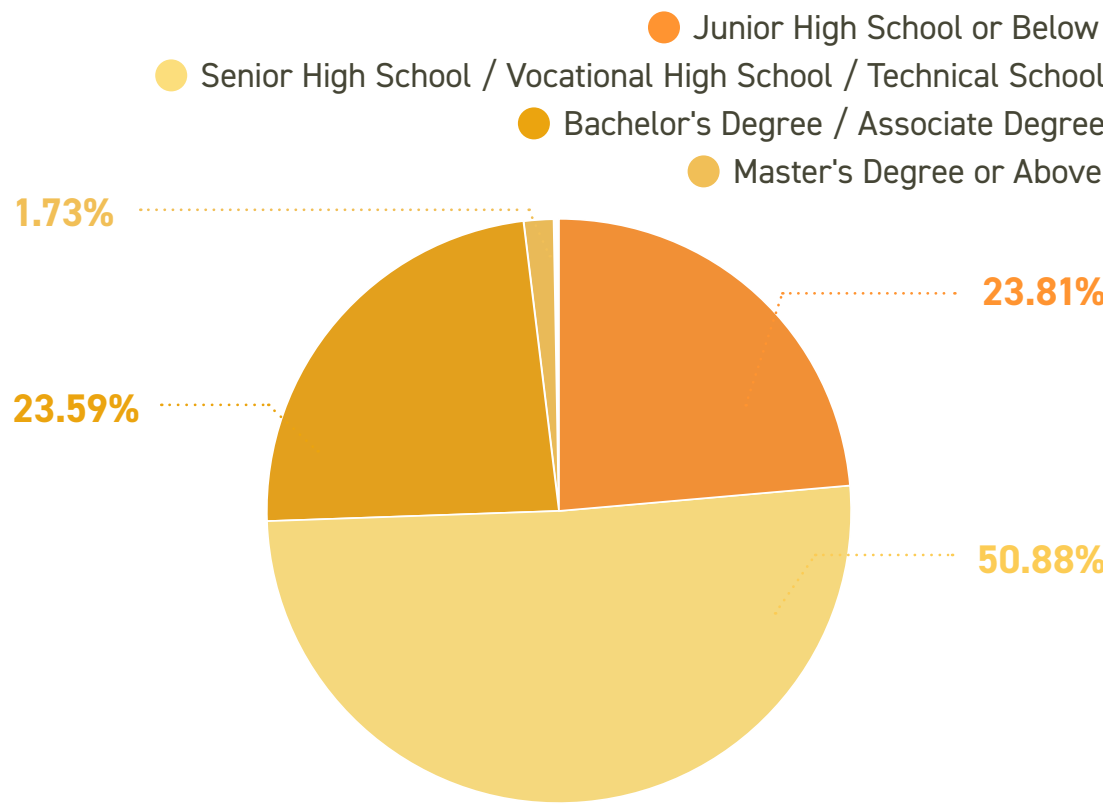
In 2025, Foxconn continued to expand its global footprint, strengthening local talent recruitment and development while also actively expanding its recruitment reach in the United States, Mexico, India, Vietnam, Europe, and Southeast Asia. Foxconn Technology Group continues to promote a diverse, equitable, 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

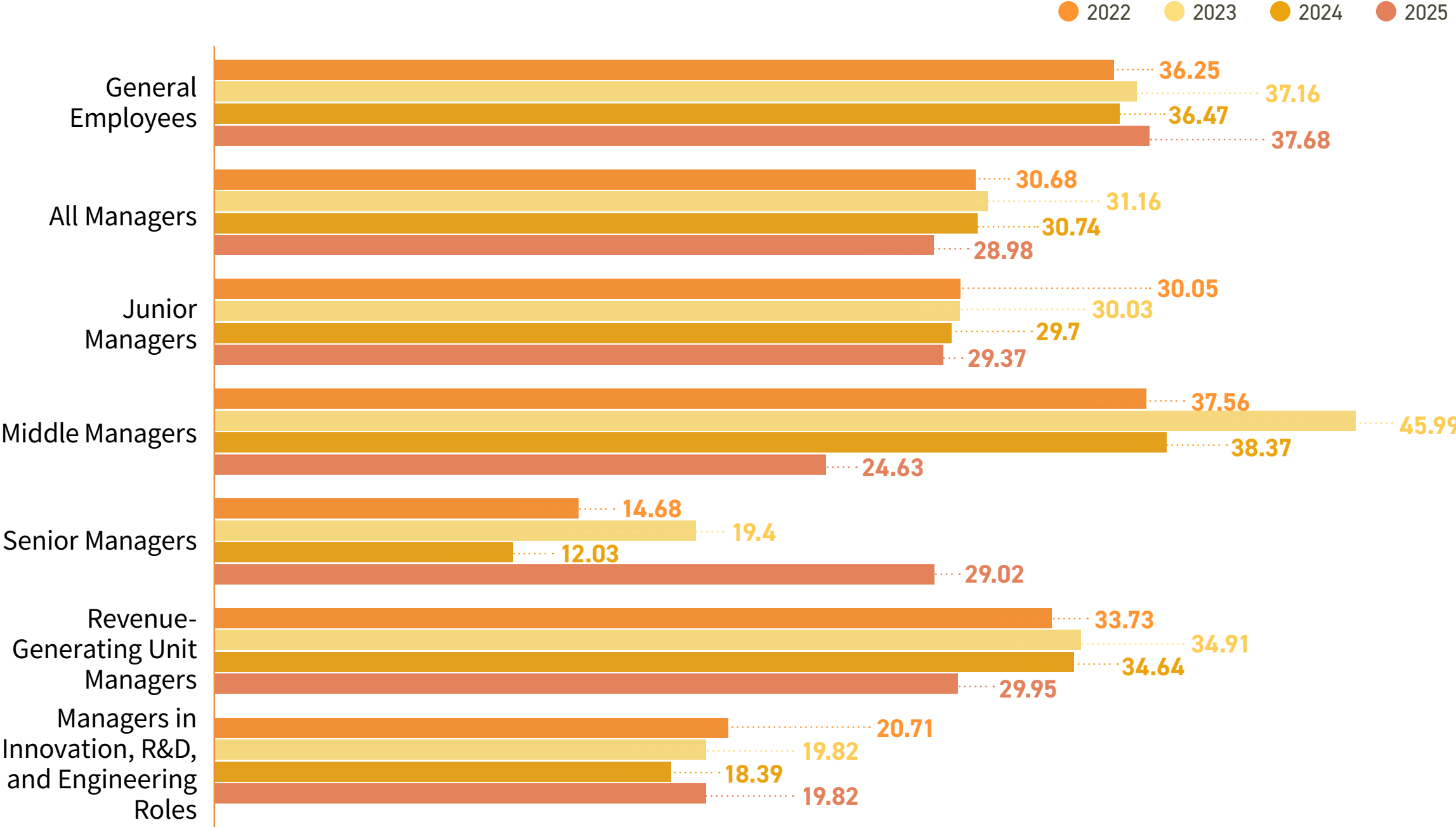


Gender Diversity

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)

~30,000

Female Employees

~80 %

Full Employment Capacity (2026)

50,000

Female Employee Turnover Rate

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)

161

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



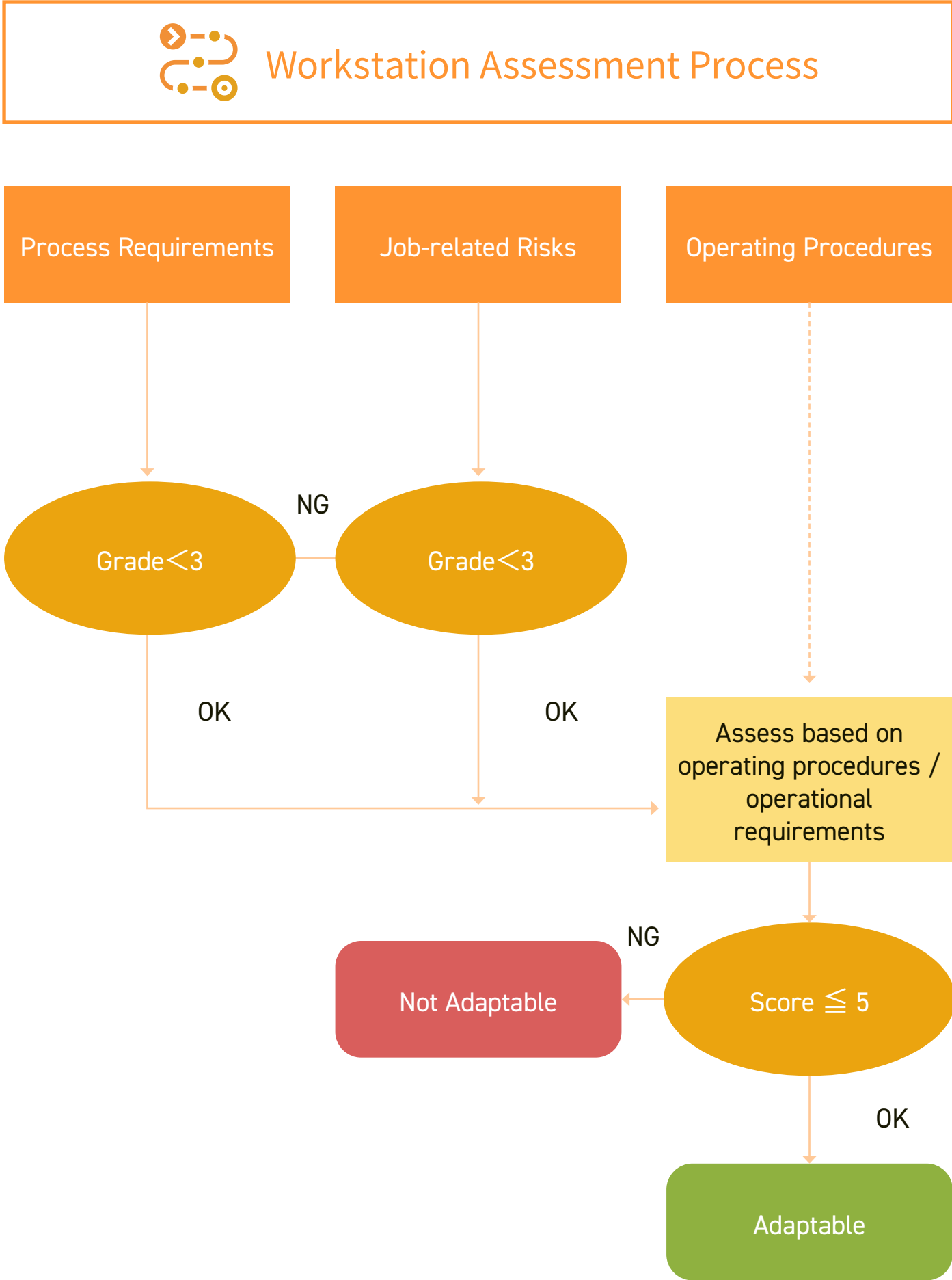
Smart Assistive Device Experience Activities

Position-Fit Assessment System and Standardization



Workstation 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	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	-	-	-



Note. Score SUM (Evaluation grade value ÷ Evaluation grade × Weight score)

Work Fatigue Assessment and Analysis System

- ☐
Model performance
- ☐
Reference standards

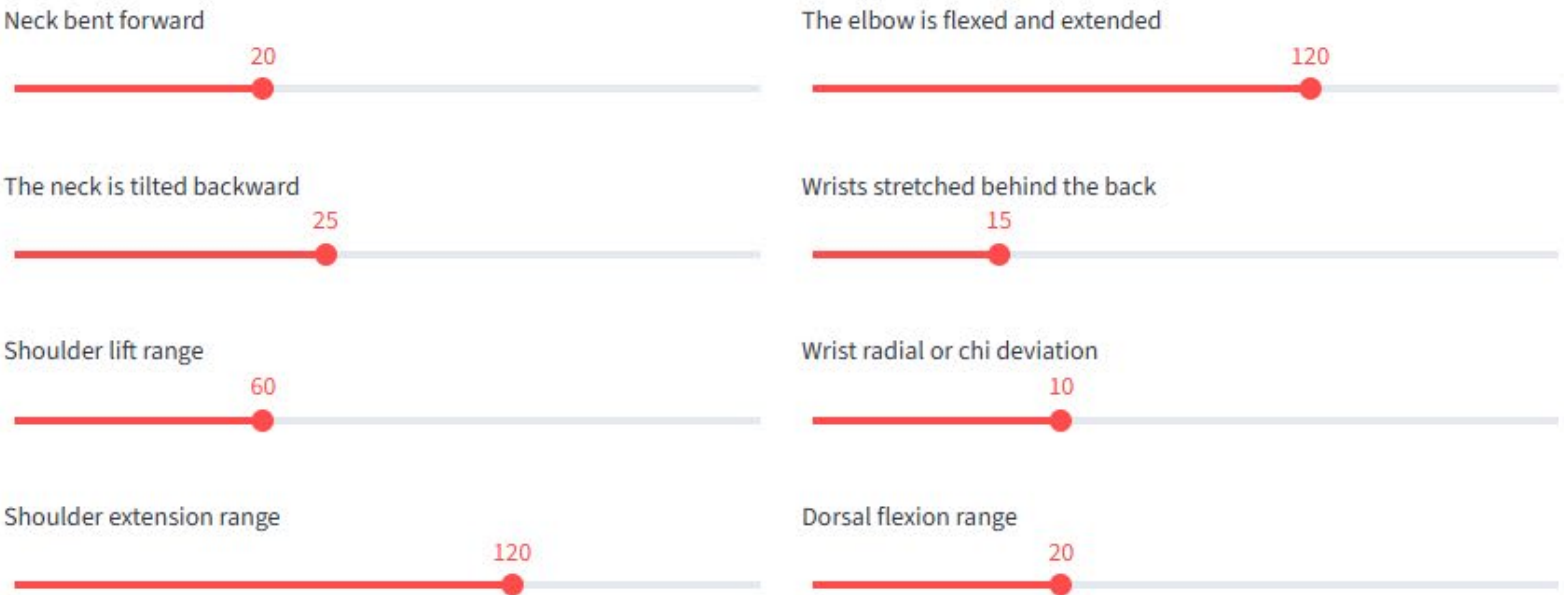
Work fatigue assessment and analysis
 system

This tool scientifically assesses fatigue during work based on multiple international standards and specifications, including ISO 11226 (Static Working Posture), the U.S. National Institute for Occupational Safety and Health's "Manual Material Handling Guidelines," and OWAS Analysis and Recommendations. It supports two methods: "automatic image recognition data filling" and "manual angle data input" for fatigue assessment.

>

Optional: Automatically recognize angle when uploading images (click to expand)

 Angle parameters (supports auto-filling/manual modification)



 Time parameters

Continue consulting on ergonomics issues:



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.



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

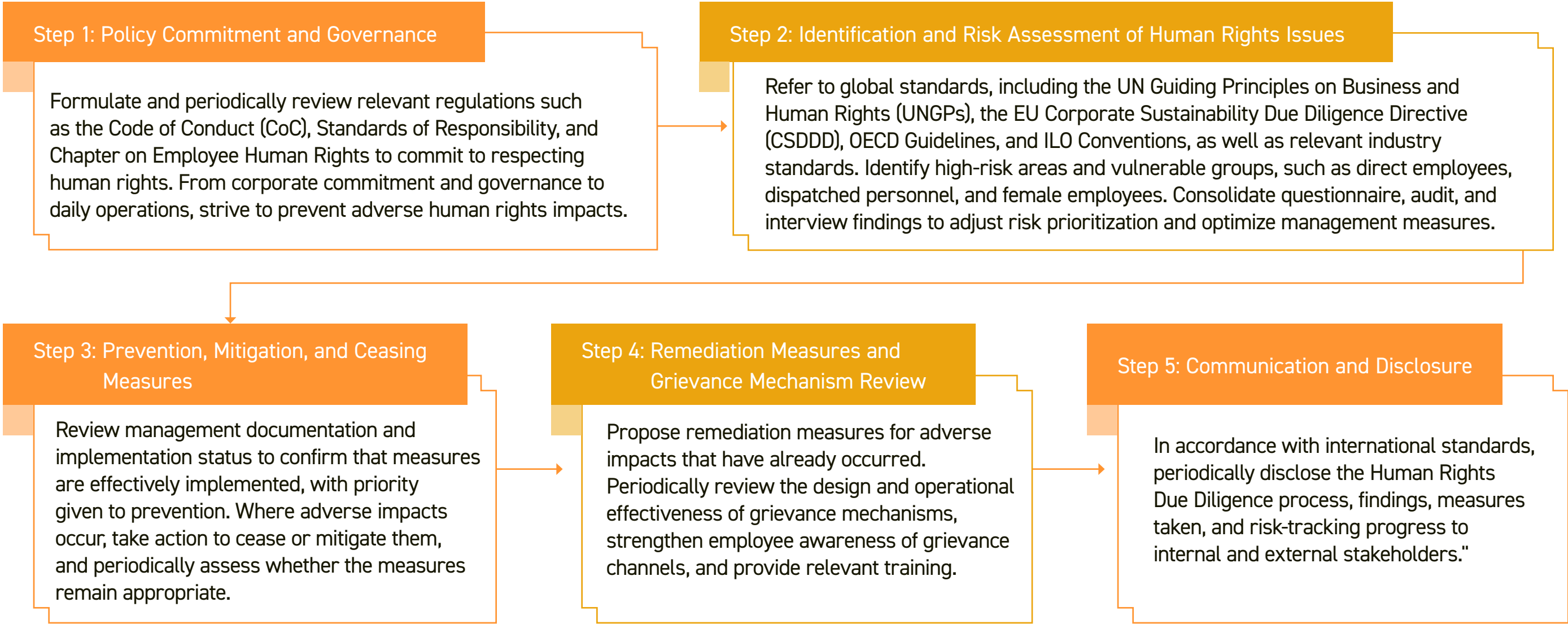
Forced or Compulsory Labor and Child Labor

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.

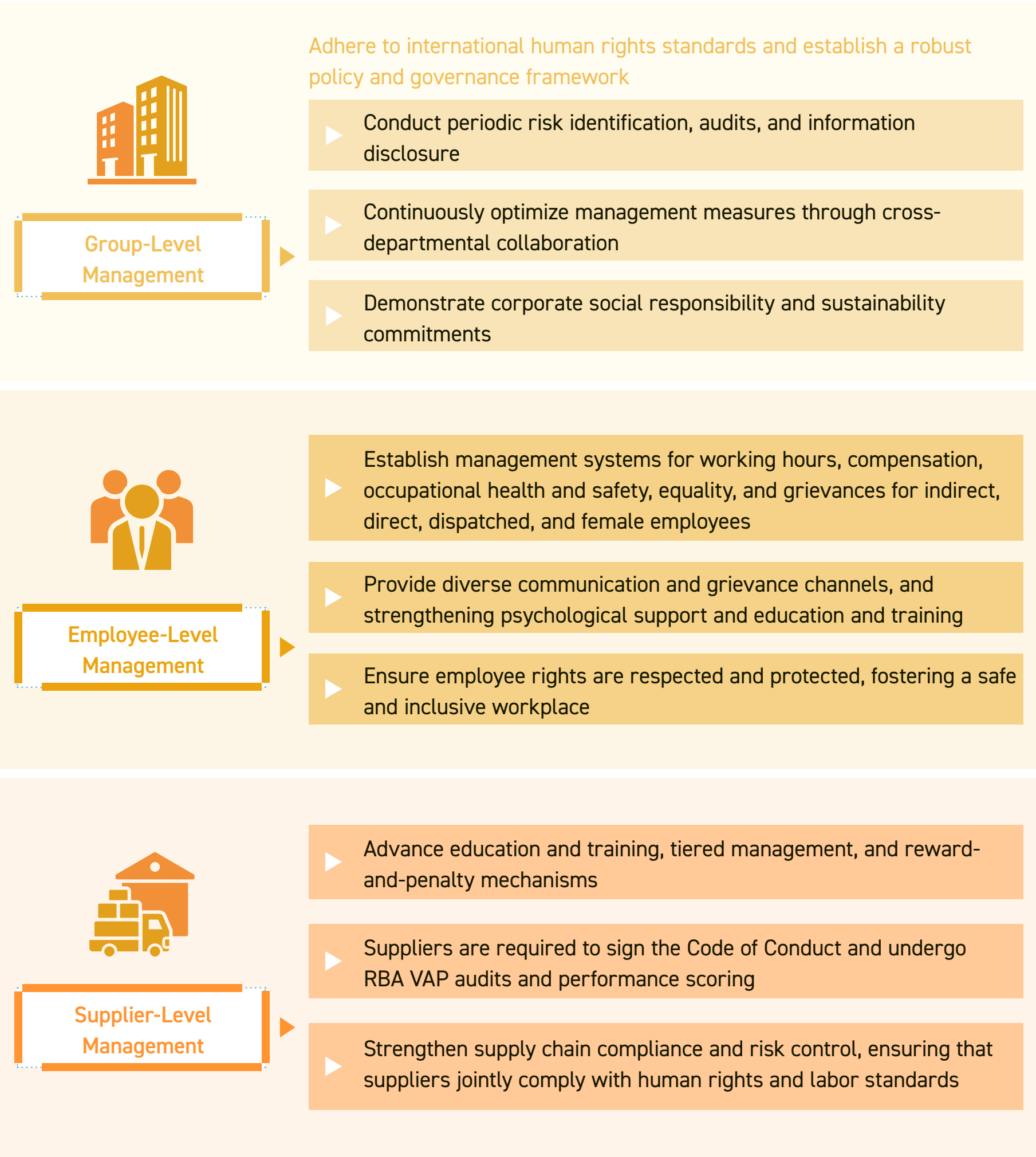
Human Rights Management Process

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.



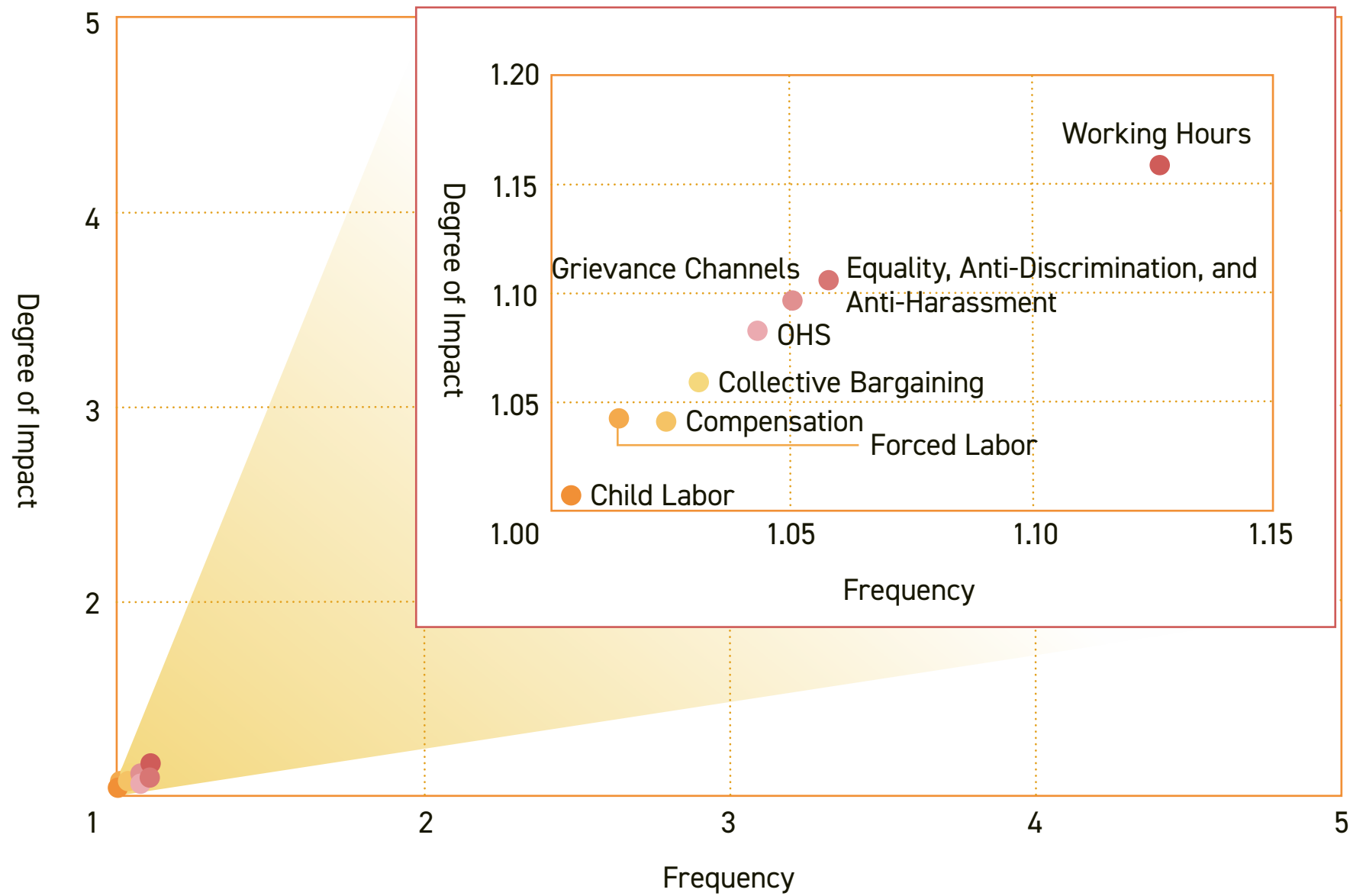
Human Rights Management Structure

Foxconn has established a three-tier human rights management structure, ensuring human rights issues are addressed throughout the entire operational process:



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



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 (UNGPR), 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)

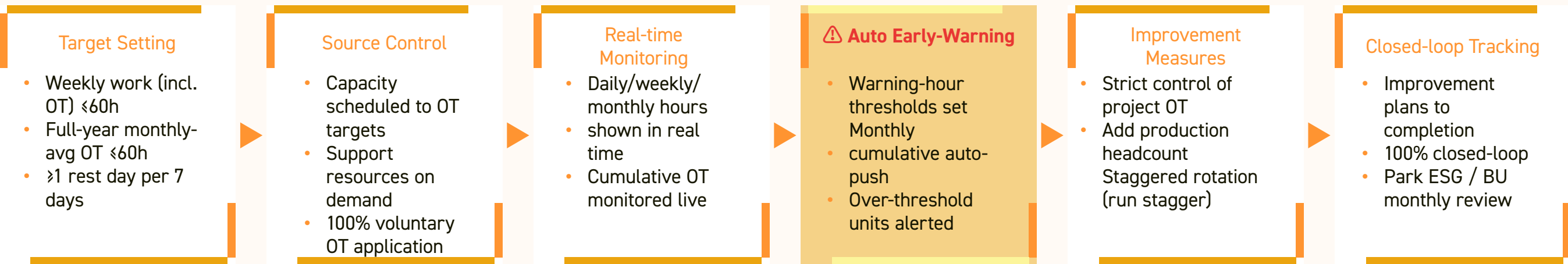
Source: the Group's 2025 Third-Party Audit Summary Report (publicly disclosed) and internal management statistics. Under RBA rules, a single site's raw VAP score (/200) is confidential (Internal use only), and the Group's public summary discloses only conformance rates and group-level data; therefore 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)



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.

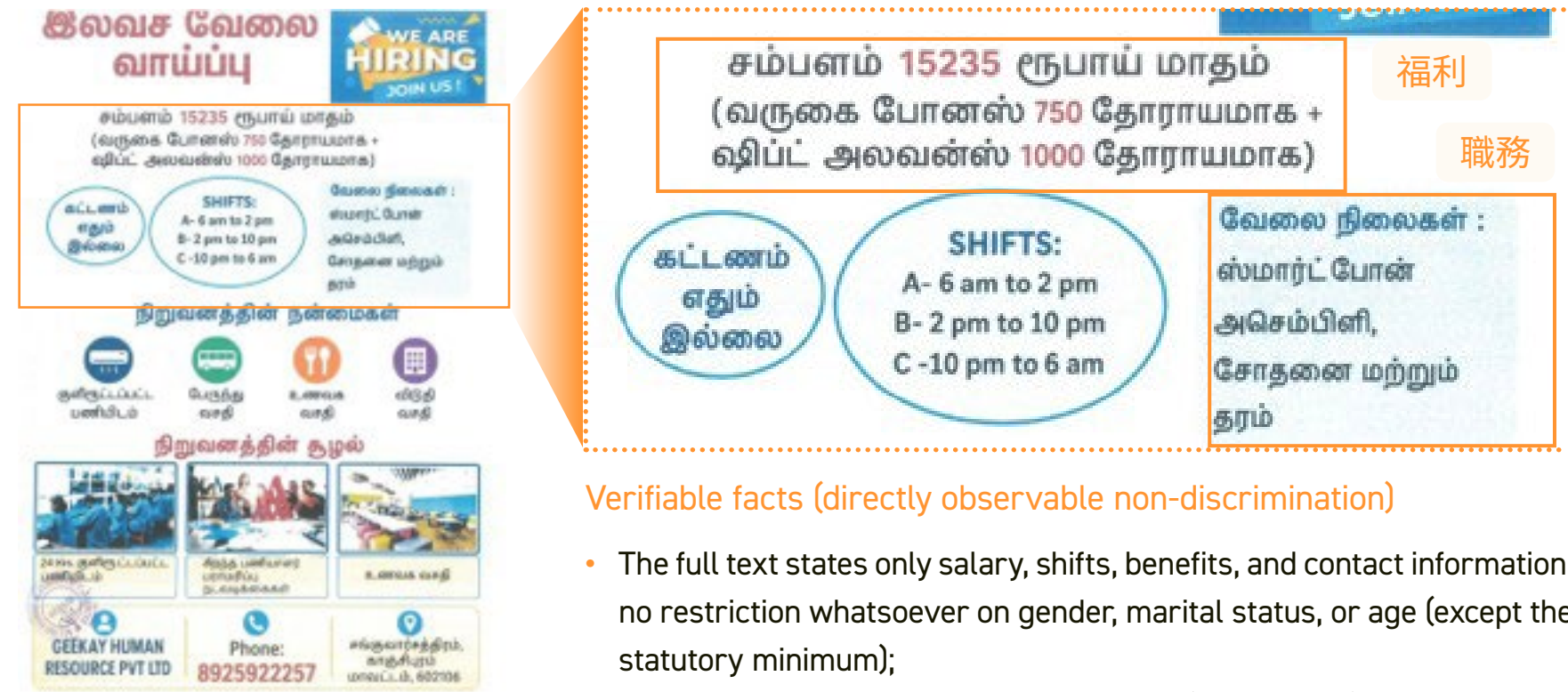
Ongoing Commitment

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

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.



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)



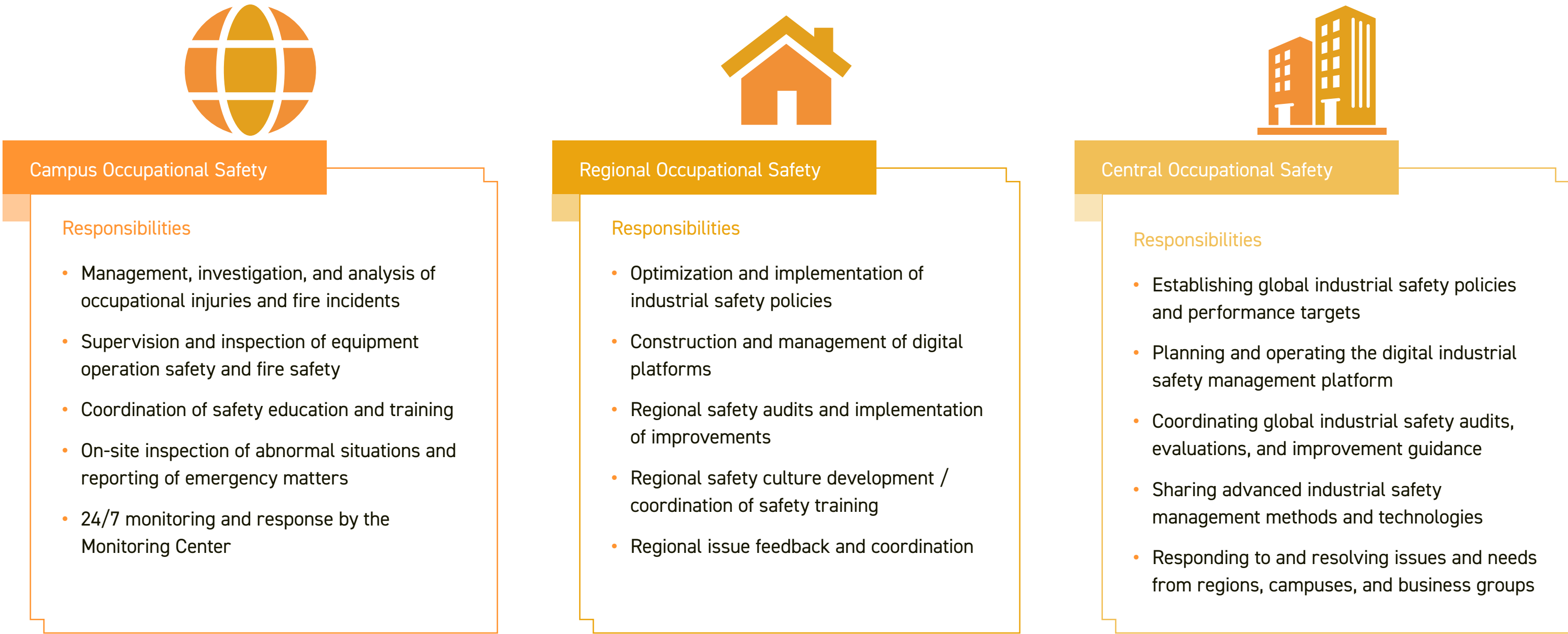
Hygienic dining and
employee-care facilities

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.

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.



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:



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-aid 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.

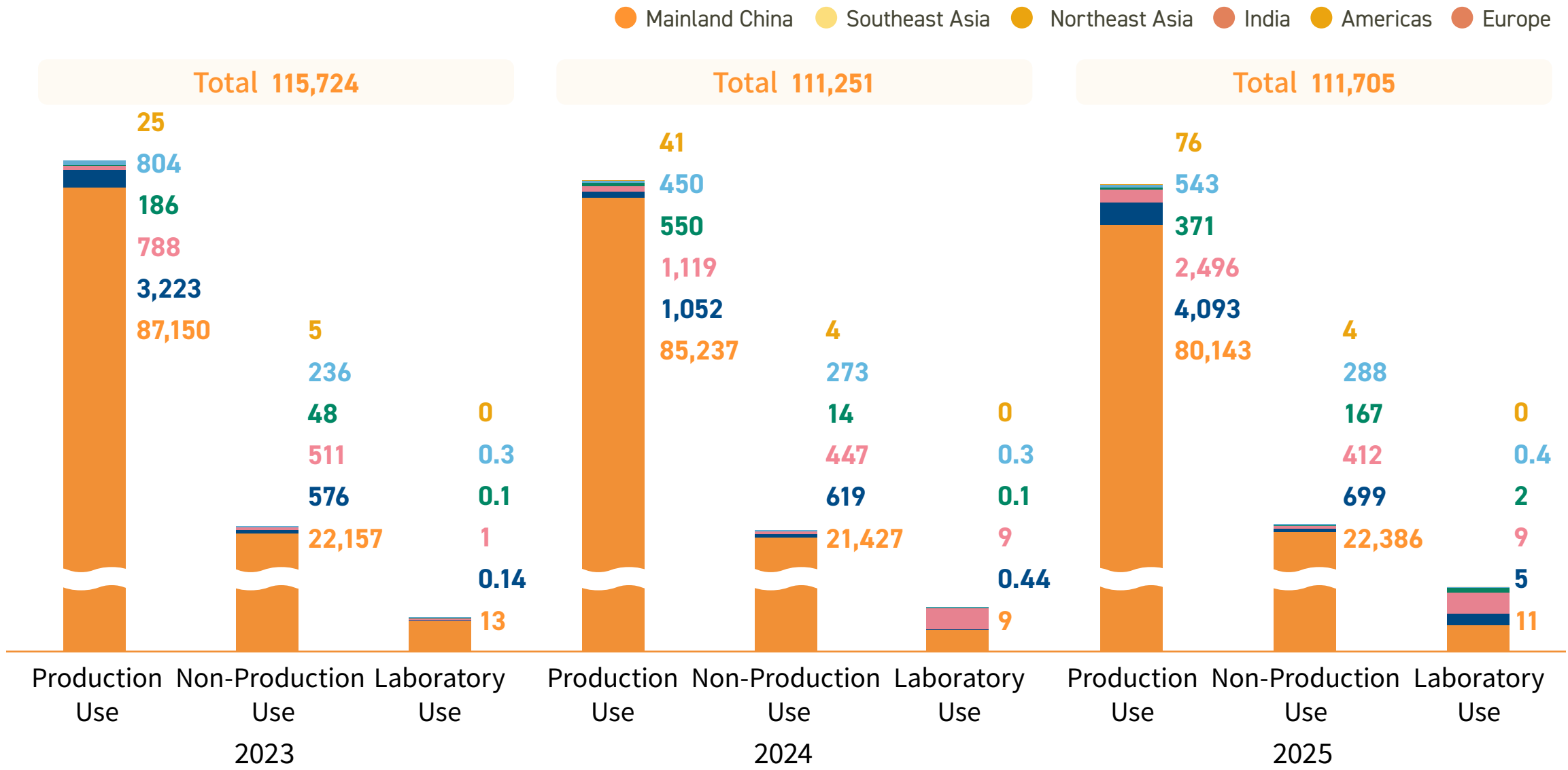
Comprehensive Identification and Information Management

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

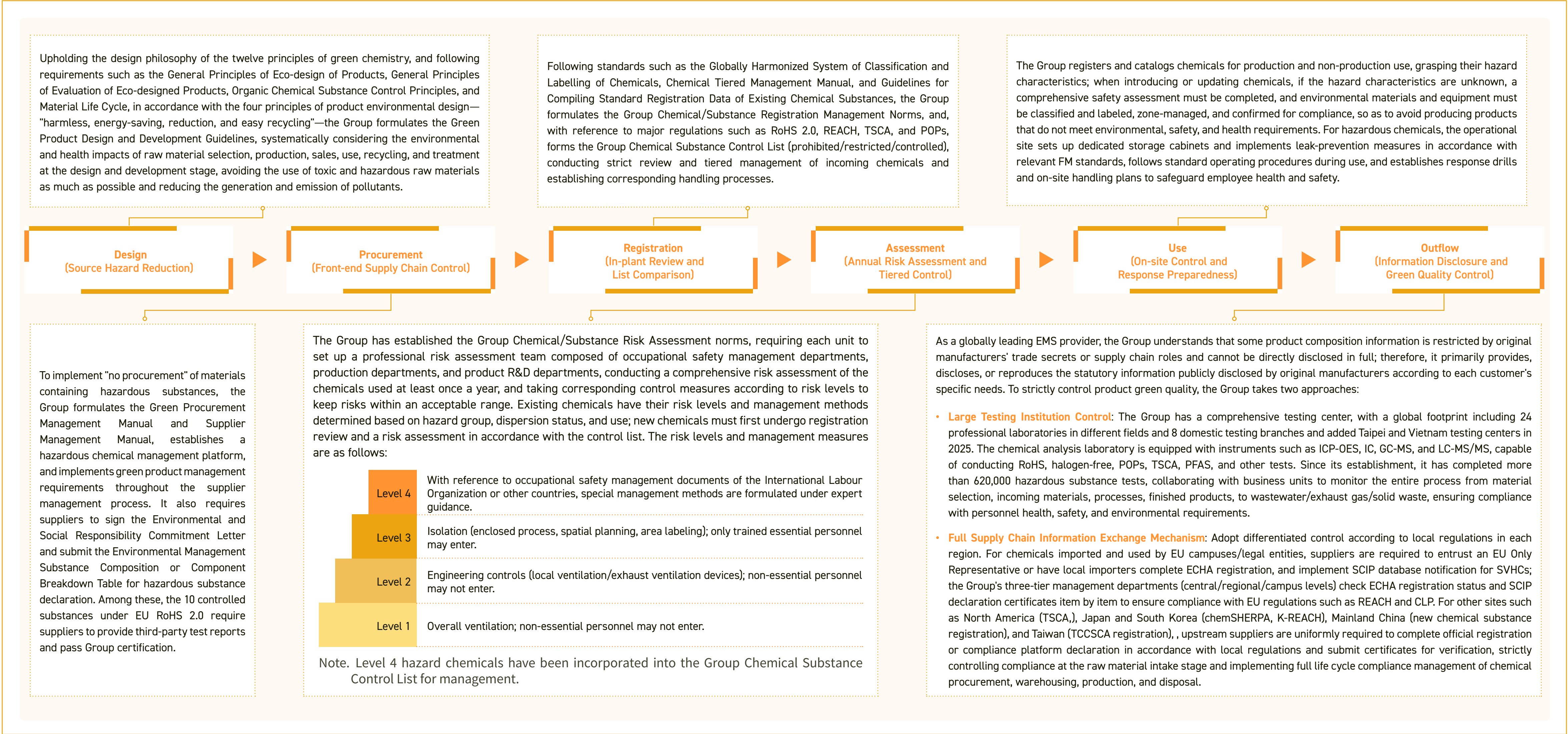
Establish an Audit Office to regularly audit the chemical use and phase-out status of campuses worldwide (at least 3 times a year for Mainland China campuses, at least once for Europe and America campuses, and at least twice for other campuses), and incorporate non-conformances into the hazard electronic 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:



Hazardous Substance Management Performance and Continuous Improvement

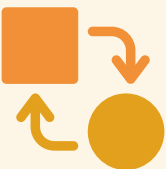
Based on international regulations, national standards of each production/sales location, customer requirements, and autonomous risk assessment results, the Group continuously updates the Group Chemical Substance Control List and implements tiered management. As of the end of the reporting period, the 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

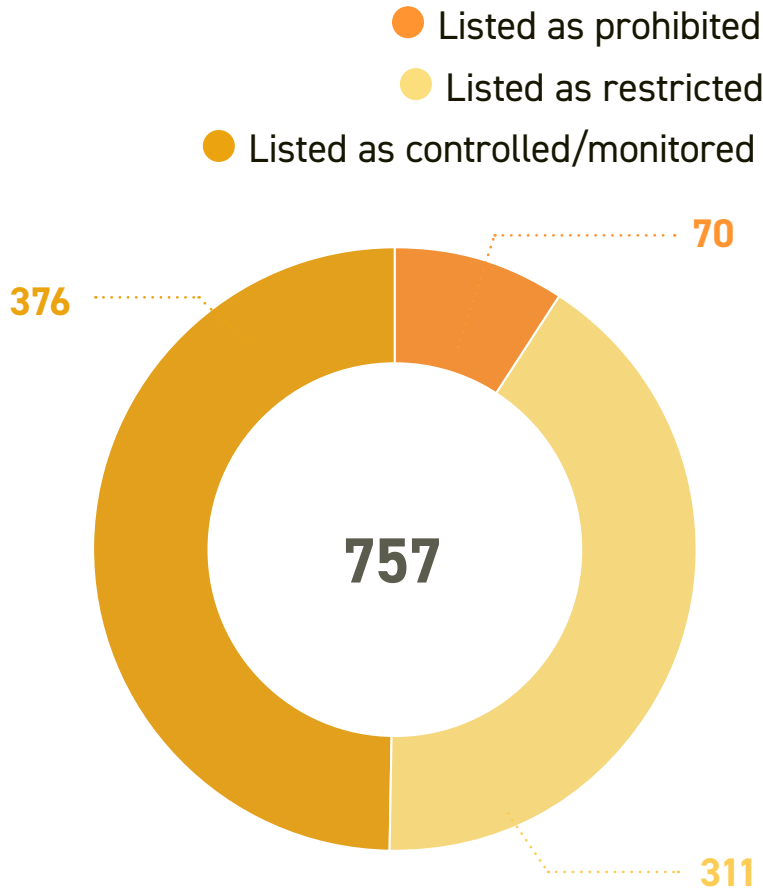
Confirm whether restriction conditions are met; phase out if requirements are not met



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