

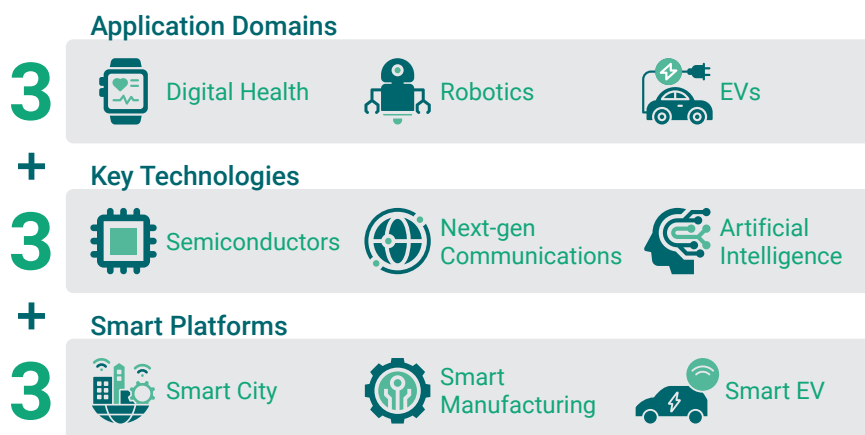
2025 ESG Insight Report



ENVIRONMENTAL

Clean Tech Products, Innovations, and Smart Manufacturing with 3+3+3

Foxconn continues to focus on its "3+3+3" development strategy—using the three major future industries of electric vehicles, digital health, and robotics as application domains; combining the three key technologies of artificial intelligence, semiconductors, and next-generation communications; and developing the three smart platforms of smart manufacturing, smart EV, and smart City. Propelling the Group's gradual evolution from a manufacturing-oriented model toward a technology- and platform-oriented one. The Group invests in forward-looking technology R&D over the next three to seven years, continuously strengthening its capabilities in technology and product innovation.



Clean Technology Products and Services Categorization

The Group is driving low-carbon and intelligent development by integrating clean technologies across its diverse business divisions and investments. This initiative spans key sectors including cloud computing, industrial internet, green buildings, resource recycling, and zero-emission vehicle technologies.

Revenue from products and services classified as clean technology accounted for 76.53% of FII (Foxconn Industrial Internet) revenue.

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

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

Low-carbon and High-energy-efficiency Products

- Invests in the R&D of advanced liquid cooling thermal technology, providing complete low carbon cooling solutions for AI servers from chip and module to rack level.
- Cloud computing and high-efficiency data center solutions provided by subsidiary FII accounted for 66.75% of its revenue in 2025, helping customers reduce PUE to 1.05.
- Incorporates low-carbon design and circular economy principles into the ICT product development life cycle.

Smart Manufacturing and Lighthouse Factories

- Continues to expand "Lighthouse Factories" recognized by the World Economic Forum (WEF), driving green digital transformation with AI and IoT technologies.
- Through projects such as CNC intelligent automation production lines, it replaces traditional production lines with AGV/AMR unmanned handling, achieving an energy-saving rate of 38%.
- Advances zero waste to landfill, having obtained a cumulative 40 UL2799 zero waste to landfill certifications in 2025.

Environmental Goals and Performance

✓ Achieved ⌚ Ongoing Status

2025 Goal	2025 Performance	Status	2030 Goal
Innovation, Business Model Resilience, and Clean Tech			
Continue advancing R&D and technological deployment under the "3+3+3" strategy, while maintaining a high level of R&D investment intensity.	Group's total R&D investment reached NT\$121.7 billion, a 5% increase over 2024.	✓	Incorporate AI into sustainability technology innovation goals by 2030.
Continue to expand AI infrastructure and "3+3+3" technology applications, supporting AI as the second growth engine.	In 2025, the number of newly granted patents reached 2,528.	🕒	Achieve a cumulative 500% growth in global patent applications.
GHG Emissions			
Reduce absolute Scope 1 and Scope 2 emissions by 21% (2020 base year).	Scope 1 and Scope 2 emissions decreased by 53.6% .	✓	Reduce absolute Scope 1 and Scope 2 GHG emissions by 70% , exceeding the Group's 2030 SBTi target of a 42% reduction.
Energy Management			
N/A (Renewable energy goals tracked over longer timeframe)	Renewable energy accounted for 43.46% .	N/A	Increase the share of renewable energy in the Group's total energy consumption to 75% (fulfill RE100 commitment by achieving 100% green electricity use by 2040).
Increase the share of green electricity to 20% .	Green electricity accounted for 68.37% of the Group's total electricity consumption.	✓	Share of green electricity to more than 50% by 2030; Ensure that green electricity sourced from self-developed or directly invested projects accounts for at least 30% of the Group's renewable energy consumption.
N/A (Energy intensity goals set 2025 as baseline)	In 2025, Energy intensity was 1.29 MWh per NT\$ million.	N/A	Reduce energy intensity by 10% from 2025 baseline.
Environmental Policy and Management			
All production bases obtain ISO 14001 certification.	100% achieved.	✓	Maintain zero major environmental pollution incidents.
Zero major environmental pollution accidents.	2 environmental penalty cases (Foxtron and ALTUS Technology).	-	
Water Resources and Wastewater Management			
100% installation rate of industrial wastewater discharge water quality monitoring systems at campuses.	Continued to advance the installation of industrial wastewater discharge water quality monitoring systems and the introduction of early warning mechanisms at campuses.	-	100% completion of industrial wastewater monitoring.
Decrease water intensity by 6% compared with 2020.	Intensity decreased by 41% .	✓	30% reclaimed water utilization rate across the entire Group.

2025 Goal	2025 Performance	Status	2030 Goal
Waste and Hazardous Substance Management			
Achieve an in-campus plastic circulation proportion of more than 60%.	Circulation proportion was 40%.	-	Achieve a 98% industrial waste diversion rate within campuses.
At least 5 campuses have obtained Gold-level UL 2799 Zero Waste-to-Landfill certification.	Total of 40 valid UL 2799 zero-waste-to-landfill certifications.	✓	
Sustainable Raw Materials and Product Management			
Minimize the negative environmental and social impacts of raw material use to the greatest extent.	Continues to introduce green product design; among these, FII has established an LCA platform and advanced mechanisms for product carbon footprint inventory and accounting.	🕒	Complete life-cycle disclosure and assessment for 5 products and expand green product design.
Air Quality and Pollution Management			
Establish at least 3 demonstration campuses with air quality monitoring systems.	3 demonstration campuses established.	✓	100% completion of AI-based air quality monitoring and early warning.
Ecological Impact and Biodiversity			
Complete nature risk assessments for Taiwan's core campuses and establish a baseline for biodiversity management.	Completed the TNFD LEAP assessment for Taiwan's core campuses ahead of schedule, established a 24-item risk matrix, and advanced Satoyama and marine conservation projects.	✓	Globally shared, sustainable ecosystem by launching a NbS initiative; at least one restoration action annually; cumulative total of 80,000 volunteer hours annually; biodiversity dependency and impact assessments across key regions.

Environmental Management Policy

The scope of Foxconn's environmental policy covers the operational activities, products, and services of the Group and all its subsidiaries and affiliated enterprises and extends to the value chain. The policy applies to stakeholders, including employees, customers, suppliers (including waste treatment providers and logistics operators), partners, and joint ventures. In addition, during due diligence and mergers and acquisitions, the Group incorporates environmental due diligence to assess and manage potential environmental risks, implement environmental compliance requirements, and communicate environmental policies.



Group Environmental Management Policy

Key Aspects of the Policy

Regular annual review of environmental aspects	Environmental objectives, targets, and management plans	Resource efficiency and use of recycled/low-impact materials
Implement environmental management systems	Regulatory compliance, and customer requirements	GHG Inventory and conduct product carbon footprint
Annual environmental competence and training	Stakeholder communication	International environmental protection standards and guidelines

Climate Action, Net Zero Transition

Climate Governance

Foxconn drives its net-zero transition through a science-based governance framework, establishing a three-tier governance structure comprising the Board of Directors, the Sustainability Committee, and the TCFD Core Team to deeply integrate climate-related risk into corporate strategy and day-to-day operational decision-making.

Board of Directors (Highest Overseeing Authority)	Sustainability Committee (Strategy Formulation & Goal Promotion)	TCFD Core Task Force (Cross-Departmental Collaboration & Execution)	ESG-E Team (Environmental Special Execution Unit)
Annual Review: receiving reports from Sustainability Committee	Quarterly Meetings	Irregular Workshops	Ongoing planning and tracking implementation at operational level

Climate Risks and Opportunities

To strengthen climate governance and transparency, Foxconn identifies risks and discloses financial strategies using the TCFD framework, expanding in 2025 to align with IFRS S2 and Taiwan Stock Exchange guidelines. By 2026, the company advanced this commitment by publishing a dedicated IFRS S2 report featuring detailed climate scenario analyses and quantitative financial impact assessments.

Financial Impact Analysis of Physical Risks

In 2025, the Group adopted the S&P Global science-based models to assess the potential financial impact of physical climate risks of 248 owned assets across 24 countries and regions, as well as 108 assets owned by major suppliers across 6 countries and regions. The assessments enable the Group to incorporate key risks, including extreme heat and water stress, more systematically into resilience investment and risk governance.

The Group conducted a relative financial impact analysis of 9 categories of climate physical risks for 248 owned assets across 24 countries and regions, based on the three primary IPCC scenarios (SSP1-2.6, SSP2-4.5, and SSP5-8.5). For further details, please refer to "Chapter 3: Climate Action, Net Zero Transition" of Hon Hai's 2025 Sustainability Report.

Physical Risk Analysis of Owned Assets	Physical Risk Analysis of Supply Chain Assets
Across all evaluated scenarios, the Group's physical climate risk is primarily driven by chronic factors, with extreme heat and water stress posing far greater threats than acute events like typhoons. Driven largely by extreme heat—which strains facility cooling, processes, and working conditions—projected financial impacts on assessed asset values reach 3.06% under moderate emissions (SSP2-4.5) and 4.01% under high emissions (SSP5-8.5) by the 2050s, with heat accounting for up to 70% of total risk.	Applying the same climate model to 108 key supplier assets across six regions, Foxconn identified extreme heat—followed by drought—as the leading and steadily escalating risk through 2050. Under the high-emissions SSP5-8.5 scenario, supplier extreme heat risk surges to 4.29% and drought to 0.56% by 2050, with risk hotspots consistently concentrated in India, Vietnam, and the United States. In particular, semiconductor facilities operated by Avnet and Microchip in India face the highest relative exposure, alongside Intel in Vietnam, driven predominantly by intensifying extreme heat.

Energy Management

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

 Air compressor system optimization Enhance compressed air system efficiency and reduce leakage losses	 Air conditioning system energy conservation Introduce smart chiller systems and variable frequency technology	 Process equipment replacement Replace with high-efficiency production equipment and auxiliary systems
 Lighting system upgrades Comprehensively introduce LED lighting and smart lighting control	 Intelligent energy monitoring Establish an energy management platform for real-time monitoring and analysis	 Renewable energy facility construction Advance the construction of solar photovoltaic systems

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

 Energy savings 547 GWh	 Energy-saving benefits 16.16 billion	 Carbon reductions 290,605 metric tons CO₂e
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Among these, the 2025 energy-saving target for mainland China was 4.2%, while the actual energy-saving rate reached 5.20%, representing an achievement rate of 124%, successfully meeting the annual energy-saving target.

Renewable Energy

In 2025, Foxconn's green electricity usage ratio reached 68.37%, surpassing the original 2030 target of 50% ahead of schedule, demonstrating the Group's execution capabilities and determination in energy transition.

 2025 Green Electricity Percentage 68.37 %	 2030 Renewable Energy Percentage 75 %	 Self-Built Green Electricity Percentage >30 %
 Self-Built Solar Photovoltaic Capacity 125.68 MW	 Direct Green Power Procurement 1,870.28 GWh	 Renewable Energy Certificates 4,849.155 GWh

Water Resources and Wastewater Management

Foxconn Technology Group regards water resource management as a core issue in fulfilling its environmental protection commitments and strictly complies with the laws, regulations, and policy requirements of each operating location, continuously advancing water-use efficiency and wastewater treatment capabilities.

Board of Directors is the Highest Overseeing Authority for Water Stewardship, and Water-related Risks, In Line with the Group's Climate Governance.

The Group also strengthens the professional skills of wastewater treatment facility operators through dedicated training and maintains communication and interaction with stakeholders on water resource issues; at the same time, it discloses the Group's water resource management practices and performance through external questionnaires (such as the CDP Water Security Questionnaire) and supplier management questionnaires. For full details of the Groups water stewardship, please refer to "Chapter 4: Green Manufacturing, Sustainable Circularity" of Hon Hai's 2025 Sustainability Report.

A-Rating CDP Water Security Questionnaire, with No Water Use/Discharge Violations in 2025

Water Management Principles

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

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

Water Use Efficiency Management

To correspond with the above management logic, the Group summarizes water use efficiency management into six dimensions:



Water Risk Management

Using the WRI Aqueduct 4.0 tool, the Group assessed site-level water stress, revealing that 37% of its 2025 water consumption occurred in high or extremely high-risk areas, with combined withdrawal and consumption in these zones reaching 50% of its total. To mitigate these operational and environmental exposures, the Group prioritizes high-stress sites by pursuing AWS sustainable water management certification, enhancing recycling and reclaimed water use, and deploying a "campus-basin" dual-layer strategy that combines campus-level smart leak detection with basin-level municipal drought warning and water-sharing partnerships.

In 2025, the Group continued to expand the scope of AWS certification, with 9 new legal entities obtaining AWS certification, bringing the cumulative total to 13 certified legal entities, of which 8 obtained AWS Gold level certification; at the same time, the Vietnam campus obtained the Group's first overseas campus AWS certification, indicating that the Group's water resource management capabilities have gradually expanded from major campuses in Mainland China to overseas operating sites.

Environmental Metrics

Items	Unit	2023	2024	2025
GHG Emissions (Coverage Rate: 100%) Note1~6				
Scope 1	ton CO ₂ e	258,108	341,472	320,793
Scope 2 (Location-based)		5,442,507	6,012,680	5,984,162
Scope 2 (Market-based)		2,421,127	2,272,277	2,194,704
Scope 3		27,175,368	20,265,302	19,878,637
Total (Scope 1+2, Location-based)		5,700,616	6,354,153	6,304,955
Total (Scope 1+2, Market-based)		2,679,235	2,613,750	2,515,497
GHG Intensity				
Scope 1	ton CO ₂ e / million NTD	0.042	0.04978	0.0396
Scope 2		0.39	0.33125	0.2708
Scope 3		3.052	2.95	2.4532
Air Emissions				
SOx	ton	-	15.72	62.97
NOx		-	46.47	16.08
VOC		346.02	245.43	276.57
Particulate Matter (PM10)		-	270.95	230.41
Energy Consumption				
Non-renewable Energy Consumption	GWh	9,760.69	9,367.02	9,311.14
Total Renewable Energy Consumption		5,396.05	6,728.96	7,158.55
Total Installed Capacity	MW	325.82	332.9	383.55
Renewable Energy Generation	GWh	320.75	267.97	350.95
Direct Purchase		559.16	1,396.82	1,870.28
Renewable Electricity Certificates		4,410.32	4,996.35	4,849.15
Purchase of other renewable energy		105.81	67.83	88.17
Renewables as % of Total Consumption	%	35.60	41.81	43.46
Total Energy Consumption Intensity	MWh/ million NTD	2.46	2.35	1.29
Water Usage				
Water Usage	Million liters	85,234.80	82,690.39	77,832.53
Water Usage Intensity	Liter/million NTD	13,831.88	12,054.19	9,605.27
Waste				
Total amount of waste	ton	581,370	730,215	897,863
Hazardous waste		112,070	157,929	124,796

Note 1: Boundary covers Foxconn Technology Group's parent company and the subsidiaries in its consolidated financial statements.

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

Note 3: Electricity emission factors use the latest officially published values for each operating region.

Note 4: All data were verified by PwC (PricewaterhouseCoopers) in accordance with the ISAE 3410 standard.

Note 5: The denominator of the coverage rate is the Group's global operating sites.

Note 6: The Scope 3 inventory follows the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

SOCIAL



Social Goals & Performance

✓ Achieved ⌚ Ongoing Status

2025 Goal	2025 Performance	Status	2030 Goal
Talent Attraction, Development and Retention			
Retention rate of 88% for professional and technical talent.	Retention rate for professional and technical talent reached 94.64% .	✓	Achieve an annual overall retention rate of over 90% for indirect labor employees and an annual retention rate of over 95% for high-performing IDL employees.
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.	✓	Abnormal blood lipid rate ≤ 10%, abnormal blood pressure rate ≤ 14%, and abnormal blood glucose rate ≤ 5%.
Diversity and Inclusion			
Proportion of female managers of at least 30% .	Proportion of female managers was 28.98% .	-	Diversity and Inclusion survey results: "Diversity and Inclusion" results ranking in the Top 50% .
Proportion of female employees of at least 37% .	Proportion of female employees was 40.6% .	✓	
Human Rights Policy			
0 major human rights violation incidents.	0 major human rights violation incidents.	✓	No record of any major labor rights incidents that could damage the reputation of the Company or its clients.
Occupational Health and Safety			
Disabling Injury Frequency Rate: ≤ 0.14 cases / 1,000,000 employee-hours.	0.07 cases / 1,000,000 employee-hours .	✓	≤ 0.1 cases / 1,000,000 employee-hours.
Disabling Injury Severity Rate: ≤ 6.88 days / 1,000,000 employee-hours.	2.69 days / 1,000,000 employee-hours .	✓	≤ 4 days / 1,000,000 employee-hours.
0 occupational diseases caused by chemical exposure.	0 occupational diseases caused by chemical exposure.	✓	Occupational exposure limit for critical high-risk substances ≤ 10% of the regulatory limit.
ISO 45001 implementation rate of more than 70% among high-risk contractors .	Implementation and certification rate among high-risk contractors reached 100% .	✓	Achieve a 100% ISO 45001 certification rate among high-risk contractors.
Supplier Screening			
100% Full Material Declaration ratio for specific electronics suppliers on the Supplier ESG Digital Management Platform.	Full Material Declaration ratio for specific electronics suppliers on the Supplier ESG Digital Management Platform reached 100% .	✓	Launch 100% sustainability assessments for Tier-1 suppliers to identify carbon hotspots, environmental risks, and more.
Supplier Audits			
Implement ESG performance evaluations (covering green products, zero waste, labor and human rights, and net-zero carbon) for specific suppliers, raising coverage to 100% .	The Group's performance evaluation coverage for electronics and mechanical suppliers was 100% .	✓	100% of key suppliers complete ESG ratings.
90% three-year audit coverage rate for specific mechanical suppliers.	The three-year audit coverage rate for specific mechanical suppliers was 97% .	✓	

2025 Goal	2025 Performance	Status	2030 Goal
Supplier Audits			
Encourage ≥ 60 suppliers to complete third-party RBA VAP audits.	The Group drove 95 suppliers to complete third-party RBA VAP audits.	✓	100% of key suppliers complete ESG ratings.
Supplier Environmental Requirements			
Number of key electronics suppliers committed to using 100% renewable electricity to manufacture Foxconn products exceeds 45 .	Cumulative total of 56 suppliers had committed to using 100% green electricity to manufacture Foxconn products.	✓	150 suppliers manufacture Foxconn products with 100% green electricity.
Number of electronics suppliers obtaining Zero Waste to Landfill certification has reached 25 .	Number of specific electronics suppliers obtaining Zero Waste to Landfill certification reached 26 .	✓	-
Supplier Social Requirements			
Number of labor and human rights audits of electronics and mechanical suppliers reaches 50 .	Number of labor and human rights audits of electronics and mechanical suppliers reached 629 .	✓	-
Conflict Minerals			
100% response rate for conflict minerals surveys among specific suppliers.	Conflict minerals DD completed for 2,375 suppliers , with a 100% response rate, and no instances of illegal minerals originating from conflict-affected or high-risk areas were found among suppliers that had not passed third-party RMAP certification.	✓	Achieve 100% coverage of conflict minerals surveys among key suppliers.
Conflict Minerals			
Continue to increase the Group's local procurement ratio.	The Group's local procurement ratio was 58% , with local procurement ratios in Taiwan and mainland China exceeding 80% .	🕒	Achieve a localized procurement ratio of ≥80% for mechanical components.

Human Capital

Guided by the core strategy of "Diversity, Inclusion, and a Happy Workplace," the Group continues to deepen its efforts in talent development, employee well-being, human rights governance, and occupational health and safety management.

HR Asia Awards



2025 Best Companies to Work for in Asia



2025 Most Caring Company Awards



2025 Sustainable Workplace Award



2025 Diversity, Equity, and Inclusion Award

Employee Turnover Rate

The turnover rate which includes direct and indirect employees globally was 39.3% and 35.68% in 2024 and 2025 respectively.

Indirect Labor (IDL) Employees

	2020	2021	2022	2023	2024	2025
Total	12.70%	11.80%	18.20%	11.43%	7.68%	5.36%
Voluntary Turnover	11.80%	10.20%	16.70%	10.45%	5.37%	4.90%

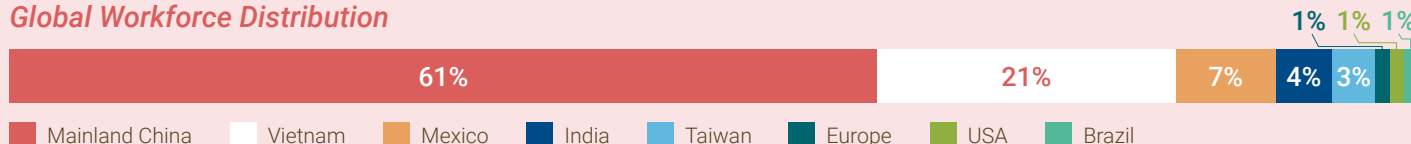
Note: The data up to and including 2024 represent IDL employees in Taiwan only, while starting from 2025, the data have been expanded to cover global IDL employees.

Employee Composition

In 2025, Foxconn's total global workforce reached 610,000.

Employment Type	Category	Unit	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

Global Workforce Distribution



Note1: 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.

Note2: 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.

Gender Pay Indicators (Mean M:F)

Employment Type	2023	2024 Note	2025
Executive level (base salary only)	1:0.56	1:0.80	1:0.88
Executive level (base salary + other cash incentives)	1:1.25	1:0.59	1:0.63
Management level (base salary only)	1:0.84	1:0.90	1:0.80
Management level (base salary + other cash incentives)	1:0.76	1:0.96	1:0.71
Non-management level (base salary only)	1:0.84	1:0.87	1:0.77
Non-Management Level (Base Salary + Other Cash Incentives)	1:0.80	1:0.89	1:0.63

Note: Scope of gender pay indicator was increased from Taiwan and Mainland China in 2023, to Global operations in 2024, resulting in varying metrics.

Employee Care, Welfare, and Benefits

To respond to employees' diverse needs in physical and mental health, family care, and work-life balance, the Group continues to optimize its employee benefits system based on different life stages and family situations, provides multi-faceted measures covering economic support, healthcare, childcare-friendliness, flexible work, and psychological support.

Welfare Measures Beyond Legal Requirements

Employee Health Program (All Employees)

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.

- **2025 Outcomes:** Invested ~NT\$100 million (health examination allowance of up to NT\$35,000 per person), and 1 day of health examination leave. Total of 3,431 employees completed health examinations (application rate of 85%); completed 225 cases of major abnormality tracking 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.

- **2025 Outcomes:** Provided 1,540 cases of chronic disease case management; 58 employees completed 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.

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.

- **2025 Outcomes:** 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.

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.

- **2025 Outcomes:** 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.

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:** Held 8 health lectures (1,169 participant-attendances); the EAP psychological counseling hotline provided professional services on 213 occasions (legal consultation: 19%; career and work: 18%; emotional issues: 17%; family and parenting: 14%; interpersonal relationships: 10%).

Note: This section uses Taiwan as an illustrative example. The program results and figures presented are specific to Taiwan. Employee health management practices may vary by location based on local regulations and implementation arrangements.

Childcare Measures Beyond Legal Requirements (All Employees)

In 2025, the Group provided childcare subsidies for 901 young children, with total disbursements exceeding NT\$182.7 million.

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 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.

Group-wide Additional Family Support



Childcare Resources
All Employees



Family-friendly Work Environment
All Employees



Flexible Work Arrangements
All Employees



Return-to-work Support
All Employees



Breastfeeding Facilities
All Employees

Note: With specific practices varying based on local circumstances and regulations.

Retirement, Re-employment and Insurance (All Full-time Employees)

- **Retirement Protection:** 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.
- **Re-employment:** 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.
- **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.

Activities Subsidies & Various Benefits (All Full-time Employees)

subsidies, such as subsidies for employee club activities, training, birthday gifts, and holiday gifts (cash). Furthermore, employees also receive various benefits, including a New Year red envelope, three festival bonuses, birthday points, holiday gifts, and bereavement allowances.

Flexible Work Hours Arrangement (Eligible Employees)

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.

Freedom of Association

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.

As of 2025, In areas with unions (Mainland China, Vietnam, Mexico, Brazil, Czech Republic) the unions have agreements with 100% of employees

Collective Bargaining Agreements

Mainland China	Vietnam	Mexico	Brazil	Czech Republic	Other Regions
100%	100%	100%	100%	100%	Non-labor union areas comply with local labor regulations

Employee Stock Ownership Programs (ESOP)

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.

The Group created the "Employee Stock Ownership Trust System" in 2025, Covering 100% of the Parent Company's Colleagues

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.

Annual Employee Satisfaction and Biennial Engagement Survey

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%.

Three Major Dimensions		
Engaged	Enabled	Energized
The sense of connection between the individual and the company, the willingness to voluntarily devote more effort, and the willingness to help the company succeed.	The perception that the work environment supports the full realization of individual productivity.	The state of an individual's physical and mental well-being at work.

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.

Performance Evaluation and Variable Compensation

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 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.

All employees, regardless of nationality, gender, or other identities or backgrounds, have equal opportunities to participate in performance evaluations; and applicable variable compensation.

Human Rights

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.

 Comply with labor regulations in all applicable locations globally, implement with higher ethical standards.	 Provide a dignified, safe, healthy, and harassment-free workplace.	 Eliminate all kinds of illegal discrimination.
 Prioritize the needs of stakeholders. Identify and prevent related labor risks and be aware of potential adverse impacts.	 Comply with working hours and wages regulations.	 Adopt responsible mineral sourcing.
 Protect whistleblowers from workplace violence/unlawful infringement (retaliation) and adhere to business ethics.	 Provide a variety of channels (anonymous options included) for stakeholders' whistleblowing and suggestions.	 Protect young workers and prohibit child labor.
 Just Transition: Hon Hai ensures fair employment opportunities for indigenous people, women, migrant workers, contract workers, people with disabilities and disadvantaged groups, etc.	 Hon Hai regularly delivers human rights achievements to stakeholders openly and transparently.	 No forced labor, human trafficking, and slavery.

Policies

Human Rights Policy	Responsibility Standards	Code of Conduct
The company upholds international human rights standards through its Employee Human Rights Charter and mandatory training, ensuring a fair and respectful workplace for all.	Serving as an extension of the Code of Conduct, these standards translate international norms into actionable guidelines to foster integrity, respect, health, and safety across the organization.	All employees are trained and required to follow the global Code of Conduct to promote sustainable operations and fulfill social responsibilities.

Human Rights Education and Training

Courses Offered	Participation	Topics Covered
4,946 sessions	13.39 million person-times	Labor rights, diversity and inclusion, community engagement

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.

Third-party RBA VAP Audits

As of 2025, Foxconn has completed 85 audits at 65 campuses worldwide.

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:



2025 Third-Party Audit Summary Report

Campus Location	Audit Institution	Status	Score Change
Zhengzhou, Henan, China	Intertek	CAP	+9.3
Kanchipuram district, Tamil Nadu, India	BSI	CAP	+15.3
Chengdu, Sichuan, China	Intertek	Silver/CAP	+46.2
Zhengzhou, Henan, China	Intertek	Silver/CAP	+12.5
Yantai, Shandong, China	Intertek	Silver/CAP	FTA

Campus Location	Audit Institution	Status	Score Change
Bangalore, Karnataka, India	BSI	CAP	FTA
Chihuahua, Mexico	VeLaR INTL SAS	Silver/CAP	+39.9
Haiphong, Vietnam	Eurofins Assurance Hong Kong Limited	CAP	FTA
Jundiaí, SP, Brazil	VeLaR INTL SAS	Platinum	FTA

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.
FTA: Indicates an initial first-time audit.

Key Topics in Audit

 Labor	 Health and Safety	 Environment	 Ethics	 Supply Chain
No priority non-conformances were reported				

Foxconn University: Talent Training and Development

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 (available to part-time employees); and, in partnership with multiple universities, 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.

Employee Training and Development by Age Group

Employee Type	Hours Per Full-time Employee	
	2024	2025
<30	46.43	42.07
30-50	69.86	79.26
>50	61.94	78.54

Academic Education: Degree Programs and Certifications (Full-time Employees & Suppliers)

- 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

ESG Training

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

Environment	Social	Governance
348 courses	1,946 courses	1,097 courses
1.29 million cumulative learner-sessions	10.13 million cumulative learner-sessions	5.58 million cumulative learner-sessions

Occupational Health and Safety

As of the end of the reporting period, 127 major entities of the Group (covering all major businesses) have established ISO 45001 occupational health and safety management systems, which are independently verified by a third-party organization. This management system covers all Group employees and applies to all Group employees and suppliers/contractors working at its sites. The Group will continue to strengthen the management resilience and implementation effectiveness of occupational health, safety, and wellbeing.

Health and Safety Metrics

	2022	2023	2024	2025
Disabling injury frequency rate (FR)	0.127	0.203	0.101	0.07
Disability severity rate (SR)	5.48	8.136	2.946	2.69
Lost Time Injury Rate (LTIR)	0.025	0.041	0.020	0.014

Contractor Metrics

Category	2025 Quantity	2025 Rate
Occupational fatality rate	3	0.0007
Total Recordable Injury Rate (TRIR)	37	0.008
Near-Miss Frequency Rate (NMFR)	3	0.0007
Lost Time Injury Frequency Rate (LTIFR)	21	0.02
Disabling Injury Severity Rate (DISR)	18,165	19.8

Note1: Based on the headcount as of December 31, 2025.

Note2: Contractors include outsourced contractors and dispatched workers.

Note3: Data coverage scope: Group.

Note4: Occupational fatality rate = (number of fatalities ÷ total work hours) × 200,000 work hours.

Note5: Total Recordable Injury Rate (TRIR) = (number of recordable occupational injuries ÷ total work hours) × 200,000 work hours.

Note6: Near-Miss Frequency Rate (NMFR) = (number of near-miss incidents ÷ total work hours) × 200,000 work hours.

Note7: Lost Time Injury Frequency Rate (LTIFR) = (Number of lost time injuries ÷ total hours worked) × 1,000,000 work hours.

Note8: Disabling Injury Severity Rate (DISR) = (lost days due to disabling injury ÷ total work hours) × 1,000,000 work hours.

ISO 45001 implementation and certification rate among high-risk contractors reached 100% in 2025

Chemical Safety

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.

The Group continuously updates the Group Chemical Substance Control List and implements tiered management, which covers 757 types, 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:

Controlled Substances 757	Prohibited 70	Restricted 311	Controlled 376
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Chemical
Management
Policy

- 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).

Hazardous Substance Phase-out Plans and Outcomes

Original	Replaced By	Improvement Benefit	Completion
HDW-C28D/ HDW-1080	High-pressure water	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.	2025/3
Cleaning agent C-16	Adhesive roller dry cleaning	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.	2025/3
Defoamer	Phased Out	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.	2025/4
HNO ₃	Citric acid + malic acid	Electronic product casing processing originally used HNO ₃ to clean surface dust and dirt; switching to a mixture of citric acid and malic acid reduces health and environmental risks.	2025/6
Single- component ink	Multi- component ink	The original printing ink is flammable, explosive, and toxic; after substitution, operational safety is enhanced while remaining environmentally friendly.	2025/6
Graphite	Saponification liquid	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.	2025/7
Alcohol	Pure water + dust-free cloth	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.	2025/11

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%.

We will continue to update the progress and outcomes of hazardous substance phase-outs on our [official website](#), along with a complete [List of Chemicals Substances Used](#), and [Chemical Substance Control List](#) can also be found on the website.



official website



List of Chemicals
Substances Used



Chemical Substance
Control List



Public Policy
Document

Supply Chain Management

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



**Climate Action and
Science-Based
Environmental Protection**



**Social Responsibility
and Compliance
Governance**



**Data-Driven
Procurement
Decision-Making**

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

Supplier Sustainability Performance Evaluation

Foxconn has established its Significant Supplier Screening Principles with reference to the Dow Jones Best-in-Class Indices (DJBIC). Beyond procurement amount, the screening comprehensively considers four major dimensions spanning ESG performance and business relevance, and further overlays three overarching risk assessments to identify the supply chain partners requiring prioritized management. Across these four core evaluation dimensions, the Group systematically reviews suppliers' overall performance. The Environmental dimension focuses on greenhouse gas reduction, circular waste management, and compliance with environmental regulations.

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

Country-Specific Risk	Sector-Specific Risk	Commodity-Specific Risk
Continuously monitor whether supplier production sites are located in regions with geopolitical conflicts or other high-risk areas.	Dynamically review whether overall market capacity poses a risk of supply disruption due to competition or resource concentration.	Conduct project-based assessments targeting human rights issues in labor-intensive industries, as well as environmental regulatory and waste management challenges associated with highly polluting manufacturing processes.

Continuous Supplier Training, Investment, and Engagement

The Group has established a "Supplier Sustainability Empowerment Framework" that, through the following three core approaches, helps suppliers progressively advance from foundational awareness to concrete management and execution capabilities:

- **Education and Training (1,509 suppliers):** The Group regularly conducts professional training on labor rights, environmental governance, business ethics, and international standards, using practical case studies to empower suppliers and facilitate industry peer exchanges.
- **Sustainability Capability Building (310 suppliers):** Balancing auditing with active guidance, Foxconn deploys expert consultants for on-site reviews and hosts interactive workshops to help suppliers address management gaps and establish formal sustainability systems.
- **Strategic Cooperation Projects (67 suppliers):** The Group collaborates with suppliers through technical exchange and resource sharing on critical priorities such as net-zero emissions, zero-waste manufacturing, and responsible mineral sourcing to accelerate value chain decarbonization.

Supplier Social and Environmental Audits

To ensure that audit standards align with international norms, Foxconn continues to deepen its Supplier Social and Environmental Audits. Through this project, the Group conducts on-site inspections of suppliers across five core dimensions (and respective distribution of findings).

Health and Safety (41%)
Labor and Human Rights (33%)
Supply Chain Management (16%)
Environment (9%)
Ethics (1%)

In 2025, we completed Social and Environmental Responsibility (SER) audits for a total of 629 suppliers, identifying 3,751 findings. No zero-tolerance findings, such as the use of child labor or forced labor, were identified.

As of April 2026, we have guided suppliers to successfully complete the remediation of 3,075 findings, achieving an improvement rate of 82%.

RBA VAP Audit Results

	2022	2023	2024	2025
Number of Suppliers Completing VAP	16	26	45	95
Number of Suppliers Not Passing VAP	0	1	3	8
Improvement Rate of Suppliers Not Passing VAP	NA	100%	100%	100%

For further details, please refer to Chapter 2 of the 2025 Supplier Responsibility Report, "Promoting the Implementation of Human Rights Values."

Conflict Mineral and Supplier Due Diligence

Foxconn Technology Group aligns with OECD due diligence guidance to advance responsible mineral sourcing, strictly prohibiting the direct or indirect procurement of conflict minerals (tantalum, tin, tungsten, and gold) originating from the Democratic Republic of the Congo and adjacent high-risk areas. To ensure critical metals are legal, transparent, and traceable, the Group mandates that its supply chain prioritize smelters and refiners certified under the Responsible Minerals Assurance Process (RMAP) or equivalent international standards.

2025 Number of suppliers surveyed represents over 90% of total procurement spend with 100% response rate and RMAP certification for relevant smelters.

The Group annually uses the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT), developed by the RMI, to conduct comprehensive due diligence on suppliers involved in the sourcing of critical minerals.

Conflict Minerals Due Diligence Results

	2022	2023	2024	2025
Number of Investigated Vendors	2,002	1,975	2,166	2,375
Number of Responded Vendors	2,002	1,975	2,166	2,375
Responding Rate	100%	100%	100%	100%

2025 Results

	3TG	Cobalt, Mica
Number of Responded Vendors	2,375	2,165
Number of Investigated Vendors	2,375	2,165
Passing Rate	100%	100%

Supplier Audits and Improvement Measures

In 2025, the Group conducted 103 labor and human rights audits on mainland Chinese staffing agencies, addressing issues such as social insurance gaps, dormitory noncompliance, irregular fee practices, and recruitment advertising, achieving a 98% rectification completion rate by year end. Additionally, the Group expanded its raw material and component supplier audit coverage by roughly 80% year over year to 870 suppliers, identifying 14,137 findings. Among these, all 158 suppliers identified with material negative impacts completed their required corrective action plans under Group guidance, resulting in zero partnership terminations.

	No. of Audited Suppliers	Pass Rate
QPA & QSA & SCM (ISO 9000 、IATF 16949)	870	95%
GP (QC 080000 、RoHS 、REACH)	599	94%
SER & GHG (RBA 、ISO 14001 、ISO 45001 、ISO 14064 、ISO 50001)	629	83%

Note 1 QPA: Commodity Quality Process Assessment

Note 2 QSA: Quality System Assessment

Note 3 SCM: Supply Chain Management Assessment

Note 4 GP: Green Product Assessment

Note 5 SER: Social and Environmental Responsibility Assessment

Note 6 GHG: Greenhouse Gas Assessment

Suppliers failing to complete improvement plans within the deadline are placed on an underperforming list, prompting the Group to reduce their annual procurement value, volume, or business share by 2% to 5% while providing corrective guidance and resources. Continued failure to proactively engage in rectifications results in formal business restrictions to safeguard supply chain sustainability and competitiveness.

Controversies Reporting and Response

- **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.

Foxconn Verification & Official/Third-Party Verified Facts

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.

Key Supporting Indicators (Key Indicator)

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.

Foxconn Verification & Official/Third-Party Verified Facts

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.

Key Supporting Indicators (Key Indicator)

Chennai women ~80%; married women as a share of all female employees 6.7%(2024/07) → 10.8%(2025); female managers/supervisors 58.7%.

GOVERNANCE

Board of Directors

All Board and Functional Committee attendance for individual directors achieved 100% for the period.

Title	Name	Gender	Board Attendance	Audit and Risk	Compensation	Corporate Governance and Nomination
				Fully Independent Functional Committees		
Chairman	Liu, Young-Way	M	100%			
Director	Chang Ching-Jui	M	100%			
	Chiang, Shang-I	M	100%			
Independent Director	Wang, Kuo-Cheng	M	100%	100%	100% C	100%
	Liu, Len-Yu	M	100%	100% C		100% C
	Chen, Yue-Min	F	100%	100%	100%	
	Hsu Tzu-Mei	F	100%	100%	N/A Note 2	N/A Note 2

Note1: (C) denotes Convener.

Note2: Independent Director Hsu Tzu-Mei was elected on 2025/05/29.

Governance Goals & Performance

✓ Achieved

2025 Goal	2025 Performance	Status	2030 Goal
Corporate Governance & Board			
Female directors to reach 30% of the Board.	Gender considerations incorporated into director nominations; female directors account for 28.6% of Board.	-	Plan to establish a Board-level Sustainability Committee: 100% of board members possess diverse, cross-disciplinary expertise to strengthen sustainability decision-making capabilities.
Establish a principle whereby a majority of directors do not concurrently serve as Hon Hai employees or managers.	Independent directors account for 57.1% of Board.	✓	
Raise the performance evaluation targets for the Board of Directors, the Audit Committee, the Remuneration Committee, and others to an average of 4.80 .	The Group successfully completed its external performance evaluation. The performance evaluation scores of the Board of Directors, the Audit Committee, the Remuneration Committee, and others averaged 4.99 .	✓	
Conduct an external professional team's performance evaluation of the Board of Directors and functional committees once every three years.		✓	
The Group publicly discloses its Group tax policy.	Disclosed Group tax policy in the Sustainability Report ahead of schedule and simultaneously updated it on its official website.	✓	
Business Ethics			
Complete ISO 37001 Anti-Bribery Management System recertification.	Re-certification completed.	✓	Continuously enhance the ISO 37001 Anti-Bribery Management System and disclose country-specific reports in accordance with legislative developments in each jurisdiction.
Disclose corruption and violation incidents via the Group's app, with annual disclosed cases increasing by 10% year-over-year.	Published 24 posts via the Group app for compliance violation announcements and anti-corruption advocacy, a 33% increase year over year.	✓	
Risk & Crisis Management			
Strengthen risk culture and training, promote company-wide risk awareness, and conduct risk management seminars and training courses.	Over 10 risk management training sessions were held, with total participation exceeding 1,000 attendees.	✓	Achieve 100% system-wide data integration to establish a Group Risk Intelligence Hub.

2025 Goal	2025 Performance	Status	2030 Goal
Information Security & Privacy Protection			
Obtain ISO 27001 Information Security Management System certification.	7 specialized audits were conducted, continuously enhancing the ISO 27001 Information Security Management System.	✓	Achieve 100% ISO 27001 certification coverage across all key Group facilities.

■ ESG Incentives and Board Sustainability Oversight

To ensure the effective implementation of our sustainability strategy, Foxconn Technology Group has established a top-down "Three-Tier Sustainability Governance Framework" with clearly defined roles and responsibilities, this framework drives the planning, execution, and oversight of sustainability issues:

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

2025 CEO Remuneration

In 2025, the Company continued to optimize its CEO and senior management compensation policies, linking variable compensation to overall operational performance and long-term development goals. To fulfill its sustainability development commitments, we have further incorporated core ESG performance indicators into the annual performance evaluations of the CEO and senior executives, and adjust the payout ratio of variable compensation based on the achievement of the relevant goals, in order to enhance management's accountability for and execution of sustainability goals.

Financial Indicators	Non-Financial Indicators
Based on the Company's management profit and loss statements, profit contributions from each business unit are considered along with the managers' goal achievement rates.	These include the practice of the Company's core values, operational management capabilities, and participation in sustainable operations. These two major components are used to calculate the remuneration based on operational performance, with ongoing assessments of actual operational conditions and timely reviews of the managerial compensation system based on relevant regulations.

The Company has established clear shareholding requirements for the CEO and members of the Executive Committee. In 2025, the CEO and other members of the Executive Committee held a percentage of Company shares commensurate with their positions and compensation, in accordance with internal regulations.

■ Risk Management

In 2025, the Group's risk management team conducted a comprehensive risk inventory using structured questionnaires to assess the likelihood of occurrence, the degree of impact, and the effectiveness of existing control mechanisms for each type of risk.

 Strategic Risk	 Operational Risk	 Human Resource Risk	 Legal and Compliance Risk	 Financial Risk	 Emerging Risk
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For the six key risks identified above, the Group has formulated corresponding risk mitigation and response measures, and manages and tracks them through systematic forms to ensure that all risk response measures are effectively implemented and closed out. For further details, please refer to “Chapter 1: Sound Governance, Integrity-Based Management” of Hon Hai’s 2025 Sustainability Report.

External Audits

Foxconn strengthens the transparency and compliance of its risk management by securing ISO 37301 Compliance Management Systems certification alongside internal audits. The Group engages international verification bodies such as BSI annually to evaluate management performance, while holding quarterly reviews and training sessions to maintain continuous alignment with global standards.

Business Ethics

Foxconn Technology Group regards integrity as an important principle of corporate governance, and has explicitly formulated its Code of Conduct for Integrity Management, adopting a zero-tolerance stance toward any illegal or unethical conduct. The Group strictly complies with domestic and international anti-corruption and anti-bribery laws and regulations.

By the end of 2025, an internal assessment to update the Code of Conduct (CoC) and Responsibility Standards had been initiated. These updates are expected to benchmark against international standards such as RBA 8.0.2 and the EU Corporate Sustainability Due Diligence Directive (CSDDD), ensuring that the Group’s operations consistently meet legal and compliance requirements.



Group's Code of Conduct (CoC) and Responsibility Standards

No participation in any illegal activities related to anti-competitive behavior or antitrust issues in 2025.

Regular Audits of Ethical Standards

Since 2022, the Group has fully complied with the ISO 37001 Anti-bribery Management Systems standard and regularly conducts corruption risk assessments. The core objective of internal control audits is to identify, assess, and manage the risks of corruption, bribery, and other improper behavior that may arise during the Group’s operations. In 2025, the Group completed comprehensive corruption risk assessments for 14 operational units, covering a total of 304 personnel. After careful evaluation, no material corruption-related risks were identified this year, indicating that the Group’s internal control mechanisms are highly effective.

Ethical Standards Employee Training

The Group has established a comprehensive anti-corruption training program encompassing online courses, in-person coaching, and dedicated supplier training. In 2025, employees in Taiwan, Mainland China, and Vietnam participated in online learning courses, with a total of 552,722 participants.

All employees including permanent and contracted staff underwent training in 2025, achieving a coverage rate of 100%.

Anti-corruption Training Employee Distribution

	Taiwan	Mainland China	Vietnam
Total Employees (Including dispatched labor)	14,393	436,332	101,997
Total Employees (Excluding dispatched labor)	13,653	376,108	N/A

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

Information Security

The Group has established an information security governance system that is overseen by the Board of Directors and driven by senior management, with regular reviews of related policies, resource allocation, and execution status.

The Group established the Cybersecurity Governance Committee (hereinafter referred to as the Committee) as the highest-level organization for cybersecurity governance and decision-making. The Committee is chaired by the Board Chairman. Its core members include the Group Chief Information Security Officer (CISO, Dr. Wei-Bin Lee), the Secretariat of the Cybersecurity Governance Committee, the Chief Information Officer (CIO), the Director of the Cybersecurity Research Institute at the Foxconn Research Institute, and the top executives of key subsidiaries (FII, FIH, FIT, FVT). For further details, please refer to “Chapter 1: Sound Governance, Integrity-Based Management” of Hon Hai’s 2025 Sustainability Report.

Internal and External Audits

Internal Audits	External Audits
Dedicated annual IT and cybersecurity audit plan covering its IT infrastructure, network security architecture, access controls, and data protection mechanisms. The Group also continuously tracks the remediation status of identified audit findings.	The Group's Information Security Management System is certified to ISO/IEC 27001 and undergoes annual external audits conducted by independent third-party certification bodies. In addition, the Group regularly engages external cybersecurity consultants to conduct penetration testing and advanced threat assessments to continuously strengthen the cybersecurity defenses of its IT infrastructure.

Customer Privacy Protection

The Hon Hai Technology Group Privacy Policy applies comprehensively to all the Group's global operating sites and business activities. It further requires all suppliers, contractors, and third-party business partners to jointly comply with the relevant regulations, thereby promoting consistent privacy protection practices across the entire value chain. To ensure the effective operation of its privacy protection mechanisms, the Group designated the Sustainability Committee as the dedicated unit for privacy matters in 2025.



Hon Hai Technology Group Privacy Policy

Whistleblowing System

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



Whistleblowing Procedures for Fraudulent Conduct

Whistleblowing Channels

Internal Email: 117@foxconn.com External Emails: jubaofoxconn.com@gmail.com rerenjubao@163.com 932588209@qq.com	Internal Phone: 5060-117 External Phone Numbers: +86 183-1699-4246 (Mainland China) +886 0906586086 (Taiwan) +84-852211726 (Vietnam) +91-9500383107(India)	Other Channels: WeChat Complaints One-Click Complaints
✓ Anonymous Reporting	✓ Proactive Communication	✓ Available 24/7
✓ Non-retaliation Policy	✓ Available in Local Languages	

Third-party Certification

Group Third-party Certification		Coverage
ISO 9001	Quality Management System	All Sites
ISO 14001	Environmental Management System	Group-wide
ISO 14064 and GHG Protocol	Greenhouse Gases	Group-wide
ISO 50001	Energy Management System	70 Legal Entities (43.2% Coverage)
ISO 20400	Sustainable Procurement Guidelines	Group-wide adoption
IATF 16949	Automotive Quality Management	Group-wide
IECQ QC 080000	Hazardous Substance Management	31 Subsidiaries
ISO 45001	Occupational Safety	115 Major Facilities (97% Coverage)
ISO 27001	Information Security Management System	Group-wide
ISO/SAE 21434	Road Vehicles - Cybersecurity Engineering	Nanning Foxconn Precision Industry
ISO 37001	Anti-bribery Management Systems	Group-wide
ISO 22301	Business Continuity Management System	Organizational Procurement