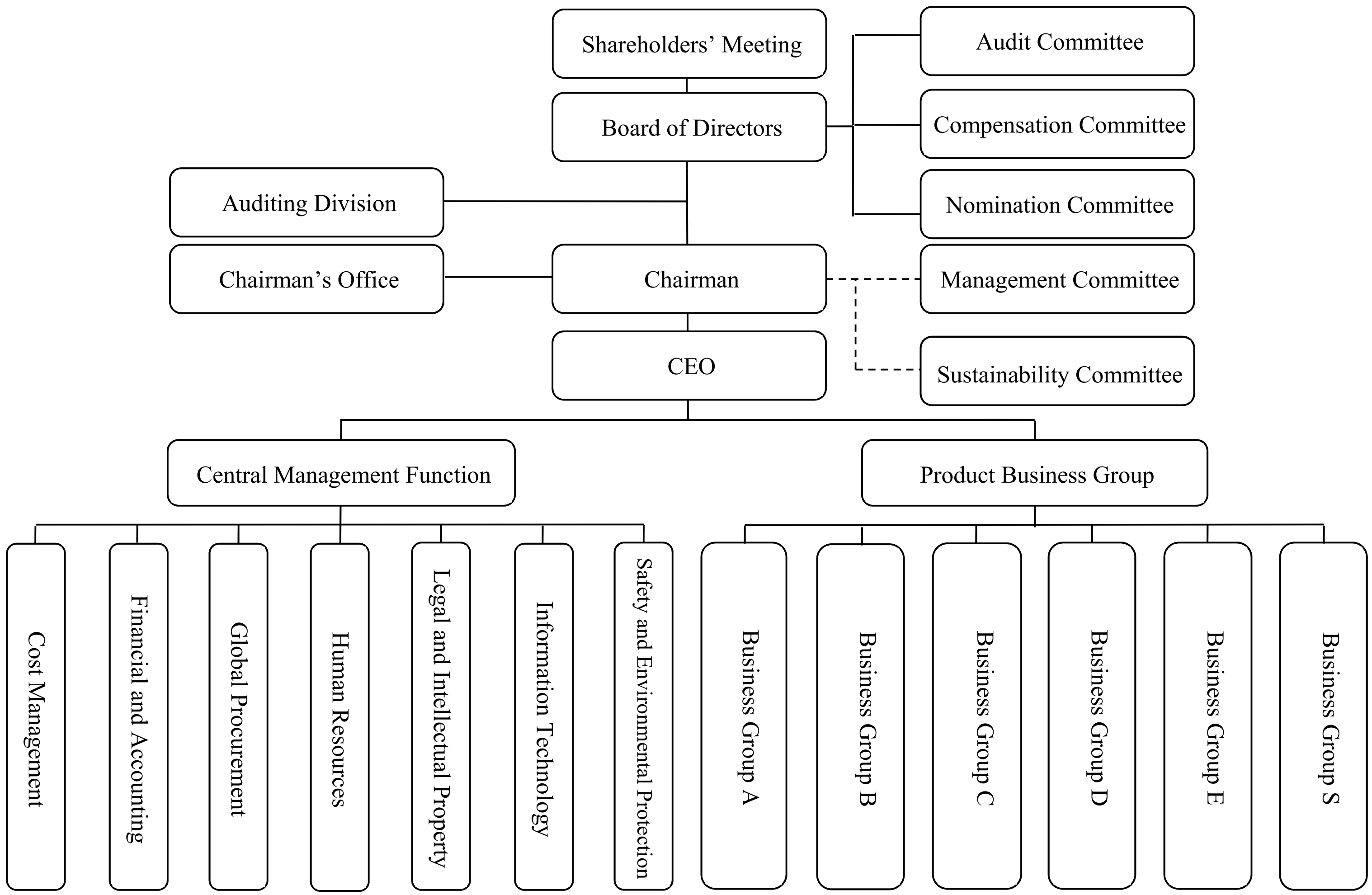
III. Corporate Governance Report

A. Organization

(1) Organization System Chart



(2) Department Functions

Chairman's Office

Responsible for setting up strategies and developing new businesses, evaluating investment areas and targets, defining forward-looking research, investors, and media communications.

Cost Management

Responsible for business analysis, budgeting and cost control

Financial and Accounting

Financial - Responsible for financial matters, capital planning, and scheduling.

Accounting - Responsible for accounting matters

Global Procurement

Responsible for purchasing raw materials needed by the Company for production and manufacturing and adjusting the procurement strategies according to industrial prospects.

Human Resources

Responsible for comprehensive management of such businesses of the Company as personnel, checking attendance and recruitment etc.

Legal and Intellectual Property

Responsible for regulatory compliance of the company, reviewing of contracts, and handling and processing of litigations.

Responsible for the management, use, and strategic planning of the Company's intellectual property and rights; and handling of intellectual property related cases.

Information Technology

Responsible for establishing, maintaining, managing, controlling and auditing the global information system of the Company and setting up safe management and control and firewall and other relevant mechanisms; also in charge of connecting global network communication systems of the Company, ERP, KM, virtual office and other platforms.

Safety and Environmental Protection

Responsible for making the Group's global environmental protection policies, setting goals, and conduct effective audits in various regions, nuclear management and optimize the environmental management of the company's operations.

Responsible for promoting global industrial safety, fire, chemical safety. Strengthening security completing management system, implement production safety and management categories.

Business Group A

Responsible for smartphones and related operations.

Business Group B

Responsible for wearables, tablets, laptop computers, smart speakers and related operations.

Business Group C

Responsible for precision molds, electrical engineering R&D, production, and structural component production and material application related operations, and testing and verification platform services.

Business Group D

Responsible for personal computers, printers, monitors, smart office, smart home, and related operations.

Business Group E

Responsible for LCD TV, gaming devices, smart robots, electronic control modules, AIOT modules, and related operations.

Business Group S

Responsible for semiconductor equipment, panel driver IC, amplifiers, and related operations.

(3) Directors

Date: 04/02/2022

Title	Nationality or Place of Registration	Name	Gender Age	First Elected Date	Shares held when elected		Current Shareholding		Shares currently held by their spouses and minor children		Main working (education) experience	Concurrent positions in the Company and other companies
					Number	%	Number	%	Number	%		
Chairman	Republic of China	Liu, Young-Way	M 61~70	June 21, 2019	656,219	0.00	656,219	0.00	0	0.00	• Masters of Electrical Engineering and Computer Science, University of Southern California • Bachelor of Electrophysics, National Chiao Tung University • Chairman, Socle Technology Corporation. • Executive Assistant to the Chairman, Hon Hai Precision Industry Co., Ltd. • CEO, Princeton Technology Corp. • Founder, ADSL IC Design House, Integrated Telecom Express Inc. • Founder, ITE Technology Inc. • Founder, Young Micro Systems	• CEO, Hon Hai Precision Industry Co., Ltd. • Chairman, Foxsemicon Integrated Technology Inc. • Chairman of Guochuang Semiconductor Co., Ltd. • Chairman of Hongxuan Technology Co., Ltd. • Chairman, Foxtron Vehicle Technologies Co.,Ltd. • Chairman, MIH Consortium • Director, Fu Tai International Investment Limited • Director of SiliconAuto B.V. • Director, Ceer National Automotive Company

Director	Republic of China	Gou,Tai-ming (Terry Gou)	M 71~80	February 20, 1974	1,742,198,518	12.56	1,742,198,518	12.56	0	0.00	• Taipei College of Maritime Technology • Founder, Foxconn Technology Group • Director of Taiwan Electrical Equipment Association • Chairman of Mold Industry Association	• None
Director	Republic of China	Hon Jin International Investment Co., Ltd.	-	June 8, 2007	1,483,078	0.01	1,483,078	0.01	0	0.00	None	None
	Republic of China	Representative: Wang, Charng-yang	M 61~70	May 31, 2022	47	0.00	47	0.00	0	0.00	• MBA, Graduated from Univ. of Tennessee • Vice General Manager of WLBG Sony Erisson Product Group, FIH Group Co., Ltd.	• General Manager of Business Group A, Hon Hai Precision Industry Co., Ltd.

Director	Republic of China	Hon Jin International Investment Co., Ltd.	-	June 8, 2007	1,483,078	0.01	1,483,078	0.01	0	0.00	None	None
	Republic of China	Christina Yee-ru Liu	F 61~70	June 1, 2020	0	0.00	12,000	0.00	0	0.00	• Ph.D. in Economics, The University of Chicago (specialization in History of Economic Thought, International Trade, and International Finance) • Minister of Finance of the Republic of China • Minister of the Council for Economic Planning and Development, Taiwan • Legislator (Two-terms), Taiwan • Member, Economic Development Commission, Hong Kong • Chief Economic Advisor, ChinaTrust Financial Holding Co., Ltd., Taiwan • Chief Economic Advisor, Daiwa Institute of Research, Tokyo • Board Member, Taiwan Fund (listed NYSE) • Board Member, Taiwan Stock Exchange • Professor and Director, Department of Finance and Graduate Institute of Finance, National Taiwan University • Professor at numerous universities including City University of New York,	• Managing Director, Bellwether International Group, Hong Kong • Member, Global Council of Asia Society (USA) • Adjunct Professor, Department of Finance, National Taiwan University • Senior Consultant, Chinese National Federation of Industries • Consultant, Taiwan Electrical and Electronic Manufacturers' Association

											Australian National University, Chinese University (Hong Kong), Tsinghua University (Beijing), and Nanjing University (Nanjing).	
Independent Director	Republic of China	James Wang	M 61~70	January 31, 2018	0	0.00	0	0.00	0	0.00	• Business Administration, National Taiwan University • EMBA Business Administration, National Taiwan University • Chairman, Les enphants Co. Ltd • Executive Director, Chain Stores and Franchise Association • Executive Director, Marketing Communication Executive International • Executive Director, Taiwan Excellent Brand Association	• Independent Director and Audit Committee Chair, HannStar Board Corporation. • Independent Director, Audit and Remuneration Committee Member, Luo Lih Fen Holding • Independent Director, Audit and Remuneration Committee Member, Apex Medical Corporation. • Remuneration Committee Member, E & E Recycling
Independent Director	Republic of China	Kuo, Tei-Wei	M 51~60	June 21, 2019	0	0.00	0	0.00	0	0.00	• PhD. Computer Science, University of Texas at Austin • Masters of Computer Science, University of Texas at Austin • Bachelor of Computer Science, National Taiwan University • Acting President, National Taiwan University • Academic Vice President, National Taiwan University • Distinguished Researcher and Director, Research	• Distinguished Professor, Department of Computer Science and Information Engineering, Networking and Mutimedia and Electronic Engineering, National Taiwan University • Visiting/Co-appointing Professor and Senior Advisor

											Center for Information Technology, Academia Sinica • Convener, Ministry of Science and Technology/Department of Engineering and Technologies • Distinguished Professor, Department of Computer Science and Information Engineering, National Taiwan University • Academician, European Academy of Sciences and Arts • Academician, National Academy of Inventors • Shau-Ke Lee Chair Professor of Information Engineering, City University of Hong Kong, Senior Advisor to the President and Dean of the College of Engineering	of President's Office, Mohamed bin Zayed University of Artificial Intelligence, United Arab Emirates
Independent Director	Republic of China	Hwang, Tsing-yuan	M 71~80	960608	0	0.00	0	0.00	0	0.00	• Master of Commerce, Graduate School of Commerce, Nihon University • Doctor, Graduated from the Graduate School of Commerce, Nihon University • Independent Director of Taiwan Glass Industrial Co., Ltd. • Director, Taiwan Stock Exchange • Independent Director, Cathay Life Insurance and Cathay Financial Holding Co., Ltd.	• Chairman, Bank of Tokyo Star (Japan) • Director, Taipei Financial Center Corporation

											• Managing (Independent) Director of Cathay United Bank • Managing Director and President, Asia Pacific Region, Daiwa Securities SMBC Co., Ltd. • Chairman, SMBC (Hong Kong), Daiwa Securities Co., Ltd.	
Independent Director	Republic of China	Liu, Len-yu	M 61~70	1110531	0	0.00	0	0.00	0	0.00	• Juris Doctor, Stanford University • Master of Law, Harvard University • LLB and LLM, National Chung Hsing University (now National Taipei University) • Chairman, Taiwan Futures Exchange • Public Director of Taiwan Stock Exchange • Director, Securities Investors and Futures Traders Protection Center • Member of the Fair Trade Commission	• Chief Attorney-at-Law, Jian Shan Law Firm • Director, Taiwan Corporate Governance Association • Adjunct Professor, National Chengchi University School of Law • Adjunct Professor, Department of Law, National Taipei University • Visiting Professor, School of Law, Shih Hsin University
Independent Director	Republic of China	Chen, Yue-min	F 61~70	1110531	0	0.00	0	0.00	0	0.00	• Department of Economics, National Taiwan University • Director-General, Department of National Treasury, Central Bank of The Republic of China • Supervisor, National Credit Investigation Center	• Managing (Independent) Director, Land Bank of Taiwan

Note1: (Independent) Directors election date is May 31, 2022, and assumes office on July 1, 2022, for a term of 3 years.

Note2: Directors' shares held under the names of other parties: None.

Note3: Directors is the spouse or a relative within the second degree or closer of other managers, directors, or supervisors: None.

Note4: Combined Chairman and CEO explanation and measures: The Company operates with a combined Chairman and CEO system which enhances operational efficiency and policy execution efficiency. Meanwhile, there are constant efforts to train and find a suitable managerial candidate; additionally, the Chairman maintains a constant channel of communication with updates to the Board of Directors regarding the Company's operations and corporate governance initiatives. In the future, the Company plans to increase independent director representation on the Board, to further enhance supervision. Currently, the Company has the below specific measures:

1. The current five independent directors are specialized in financial accounting and information engineering, and the independent directors constitute more than half of the total directors and can effectively exert their supervisory functions.
2. The Company has established an Audit Committee, comprised of 5 Independent Directors, and majority of which are not concurrent employees or managers of the Company.
3. In accordance with Corporate Governance principles, Independent Directors at key committees can fully discuss matters and freely propose suggestions to the Board.

(4) Major Institutional Shareholders

4/2/2023

Name of Institutional Shareholder	Name of Major Shareholders	Percentage
Hon Jin International Investment Co., Ltd.	Hongyuan International Investment Co., Ltd.	85.29%
	Hongqi International Investment Co., Ltd.	14.71%

(5) Principal shareholder of corporate shareholders with a juridical person as its major shareholder

4/2/2023

Name	Name of Major Shareholders	Percentage
Hongqi International Investment Co., Ltd.	Hon Hai Precision Industry Co., Ltd.	100%
Hongyuan International Investment Co., Ltd.	Hon Hai Precision Industry Co., Ltd.	100%

(6) Professional knowledge and independence check matrix of directors

a) Professional knowledge of directors

Name	Professional Knowledge and Experience
Director Liu, Young-Way	Mr. Liu founded three companies: a motherboard company in 1988, Young Micro Systems; a northbridge and southbridge IC design company in 1995 focused on the PC chipset as their core product, ITE Tech; and an ADSL IC design company, ITeX in 1997. Young Micro Systems was then merged with Foxconn in 1994, and ITeX was successfully listed on NASDAQ in 2001. Mr. Liu joined Foxconn in 2007 as a Special Assistant to the Founder. In 2010, he was appointed as the General Manager of Innovation Digital System Business Group of Foxconn, and had been the Chairman of Socle Technology Corporation since 2014. In 2016, he was elected as a member of the Board of Directors of SHARP Corporation, as well as the General Manager of Foxconn’s Semiconductor Business Group. In 2019, Liu was appointed Chief Executive Officer and Chairman of Hon Hai Technology Group, and the Chairman of Foxsemicon Integrated Technology Inc.. In 2020, he became Chairman of Foxtron Vehicle Technologies Co., Ltd. As Chairman, he sets and coordinates the company's direction and the strategies that are enabling it to chart its next phase of international growth which known as 3+3 strategy, three major industries and three major technologies. These three industries are electric vehicles, digital health and robotics. The three major technologies are Artificial Intelligence, semiconductors, and next-generation communication technologies.
Director Gou,Tai-ming (Terry Gou)	Mr. Terry Gou is the Founder and former Chief Executive Officer of Hon Hai Technology Group (Foxconn) .Since its establishment in 1974, the company has become the world’s largest electronics manufacturer and the leading global science and technology solutions provider. In 2016, the strategic alliance with Sharp Corporation set a precedent for a foreign company to invest in a century-old Japanese company for the first time in the history of the Japanese industry. In 2018, Foxconn Industrial Internet (Fii), a subsidiary of Hon Hai, was listed on the Shanghai Stock Exchange. And Mr. Gou announced the "Flying Eagle Project" at the White House in the United States, and held a groundbreaking ceremony in Wisconsin in June 2018, accompanied by US President Trump. Under Mr. Gou’s leadership, Foxconn has committed to creating an AI 8K+5G global ecosystem which will be a catalyst in promoting next-generation technological solutions and applications in all aspects of everyday life including work, education, entertainment, social, security, healthcare, e-commerce, environment, and transportation.

Name	Professional Knowledge and Experience
Director Wang, Charng-yang	General Manager of Business Group A of the Company; Vice General Manager of WLBG Sony Erisson Product Group of FIH Group Co., Ltd.
Dr. Christina Yee-ru Liu	She is expertise in international trade and finance, financial management, industry and economics. Ph.D. in Economics, The University of Chicago (specialization in History of Economic Thought, International Trade, and International Finance) Minister of Finance of the Republic of China Minister of the Council for Economic Planning and Development, Taiwan Legislator (Two-terms), Taiwan Member, Economic Development Commission, Hong Kong Chief Economic Advisor, ChinaTrust Financial Holding Co., Ltd., Taiwan Chief Economic Advisor, Daiwa Institute of Research, Tokyo Board Member, Taiwan Fund (listed NYSE) Board Member, Taiwan Stock Exchange Professor and Director, Department of Finance and Graduate Institute of Finance, National Taiwan University Professor at numerous universities including City University of New York, Australian National University, Chinese University (Hong Kong), Tsinghua University (Beijing), and Nanjing University (Nanjing). Managing Director, Bellwether International Group, Hong Kong Member, Global Council of Asia Society (USA) Adjunct Professor, Department of Finance, National Taiwan University Senior Consultant, Chinese National Federation of IndustriesConsultant, Taiwan Electrical and Electronic Manufacturers' Association
Independent Director James Wang	He used to be the Chairman of Les Enphants Co., Ltd., a Managing Director of Taiwan Chain Store and Franchise Association, a Managing Director of International Marketing Communication Managers Association and a Managing Director of Taiwan Boutique Brand Association, and a member of Remuneration Committee of Green Power Recycling Co., Ltd. Currently, he is an Independent Director, a member of the Audit and Nomination Committees, and the convener of the Remuneration Committee of the Company; an Independent Director and a member of the Audit Committee of HannStar Border Co., Ltd.; an Independent Director and a member of the Audit Committee of Luo Lih-Fen Director; an Independent Director and a member of the Audit Committee and Remuneration Committee of APEX MEDICAL CORP.
Independent Director Kuo, Tei-Wei	Bachelor of Computer Science, National Taiwan University Acting President, National Taiwan University Academic Vice President, National Taiwan University Distinguished Researcher and Director, Research Center for Information Technology, Academia Sinica Convener, Ministry of Science and Technology/Department of Engineering and Technologies Distinguished Professor, Department of Computer Science and Information Engineering, National Taiwan University Shau-Ke Lee Chair Professor of Information Engineering, City University of Hong Kong, Senior Advisor to the President and Dean of the College of Engineering Academician, European Academy of Sciences and Arts Independent Director of Hon Hai's the Board, the member of Hon Hai Audit Committee and the member of Hon Hai Compensation Committee. Academician, National Academy of Inventors Distinguished Professor, Department of Computer Science and Information Engineering, Networking and Mutimedia and Electronic Engineering, National Taiwan University Chair Professor, Information Engineering, College of Engineering Director, and Senior Consultant to the President, City University of Hong Kong Visiting/Co-appointing Professor and Senior Advisor of President's Office, Mohamed bin Zayed University of Artificial Intelligence, United Arab Emirates.

Independent Director Hwang, Tsing- yuan	He previously served as Independent Director of Cathay Financial Holding Co., Ltd., Director of Taiwan Stock Exchange, and Executive Director/President of Asia Pacific Region of SMBC (Japan) Daiwa Securities Co., Ltd. Currently, he is Independent Director, Convener of Audit and Nomination Committeesof the Company, member of Remuneration Committee, Chairman of Bank of Tokyo Star, Director of Taipei Financial Tower Co., Ltd., and Vice Chairman of Taiwan San San Business Association.
Independent Director Liu, Len-yu	He used to be a professor of law at National Chengchi University School of Law, the CEO of the Center for Corporate Governance Law of National Chengchi University, and the CEO of Taiwan Fiscal and Financial Law Research Foundation, a public welfare trust. Since 1992, he has been teaching Company Law, Securities and Exchange Law, Banking Law, and Business Merger and Acquisition Law at universities for more than 30 years. He served as the Chairman of Taiwan Futures Exchange from September 2015 to July 2019. He also served for a long time as a director of the Securities Investors and Futures Traders Protection Center (Insurance Center), and served as an advisory member of the Taiwan Corporate Governance Law Research Foundation, a well-known charity trust. He also served as a member of the Fair Trade Commission (the competent authority for antitrust laws) from 2000 to 2014, and as a consultant to the Securities and Futures Commission in Taiwan from 2003 to 2004. He also served as a member of the Taiwan Stock Exchange Corporation (TWSE) and GreTai Securities Market IPO review committee. He also served as a director of the Board of Taiwan Stock Exchange from September 2008 to July 2016. In addition, between 1988 and 1989, he practiced law at an international law firm, laying the foundation for practice. He is currently an independent director and a member of the Audit Committee of the Company, a lawyer-in-charge of "Jian Shan Law Firm", a director of the Chinese Corporate Governance Association, a Adjunct Professor of the National Chengchi University School of Law, a Adjunct Professor of the Department of Law, National Taipei University and a Visiting Professor of the School of Law, Shih Hsin University.
Independent Director Chen, Yue-min	He served as a special member of the Central Trust Bureau from 1995 to 1997; served as an Assistant Manager at the China International Commercial Bank from 1997 to 1998; served as a Supervisor of the Financial Credit Investigation Center from 2002 to to 2020; served as a executive member of the Central Bank from 1998 to 2010, served as Counselor of the Central Bank from 2010 to 2017, and Director of the Treasury Department of the Central Bank from 2017 to 2020 (retired from 2020.7). Currently, he is an Independent Director and a member of the Audit Committee of the Company, and a Managing (Independent) Director of Taiwan Land Bank Co., Ltd.

b) Independence of independent directors

<table>
<tr><th>Qualification

Name</th><th>Independence Attribute</th><th>Concurrent independent director position in other publicly traded companies</th></tr>
<tr><td>James Wang</td><td rowspan="5">The Directors comply with the following conditions from two years before being elected and appointed, and during his tenure in office:
(1) Not an employee of the Company or any of its affiliates.
(2) Not a director or supervisor of affiliated companies. Not applicable in cases where the person is an independent director of the parent company, any subsidiary, or subsidiary of the same parent company, as appointed in accordance with the Act or with the laws of the country of the parent or subsidiary.
(3) Not a nature-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under other's names, in an aggregate amount of one percent or more of the total number of issued shares of the company or ranks as one of its top ten shareholders.
(4) Not a manager in the preceding first subparagraphs, or not a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, or any of the above persons in the preceding second and third subparagraphs.
(5) Not a director, supervisor, or employee of a corporate/institutional shareholder that directly holds five percent or more of the total number of issued shares of the company, or ranks as one of its top five shareholders, or being appointed based on subparagraph 1 or 2 of Article 27 of the Corporate Law. Not applicable in cases where the person is an independent director of the parent company, any subsidiary, or subsidiary of the same parent company, as appointed in accordance with the Act or with the laws of the country of the parent or subsidiary.
(6) Not a director of the Company or a director, supervisor, office holding half or more of the share that controlled by one person. (Not applicable in cases where the person is an independent director of the parent company, any subsidiary, or subsidiary of the same parent company, as appointed in accordance with the Act or with the laws of the country of the parent or subsidiary).
(7) Not the same person or spouse that designated as directors (directors), supervisors (supervisors) or equivalent position of the company, or as other company's chairman, general manager and employees. Not applicable in cases where the person is an independent director of the parent company, any subsidiary, or subsidiary of the same parent company, as appointed in accordance with the Act or with the laws of the country of the parent or subsidiary.
(8) Not a director, supervisor, officer, or shareholder holding 5% or more of the share, of a specified company or institution that has a financial or business relationship with the Company. Not applicable in cases where the specified company or institution holding more than 20% but less than 50% of the share, and the person is an independent director of the parent company, any subsidiary, or subsidiary of the same parent company, as appointed in accordance with the Act or with the laws of the country of the parent or subsidiary.
(9) Not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides auditing, commercial, legal, financial, accounting services or consultation to the Company that received remuneration more than NT$50,000 or to any affiliate of the Company, or a spouse thereof. Not applicable in cases where the person is member of Compensation committee or, Public Tender Offer Committee, or Business Mergers and Acquisitions, that exercise related regulations according to Securities and Exchange Act or M&A Act.
(10) Not having a marital relationship, or a relative within the second degree of kinship to any other director of the Company.
(11) Not been a person of any conditions defined in Article 30 of the Company Law.
(12) Not a governmental, juridical person or its Representative as defined in Article 27 of the Company Law.</td><td>3</td></tr>
<tr><td>Kuo, Tei-Wei</td><td>0</td></tr>
<tr><td>Hwang, Tsing-yuan</td><td>0</td></tr>
<tr><td>Liu, Len-yu</td><td>0</td></tr>
<tr><td>Chen, Yue-min</td><td>1</td></tr>
</table>

(7) The diversity and independence of the Board directors

a) Diversity within the members of the Board of Directors:

The members of the board directors formulate and implement the diversity policy. The directors are diversified, with industry experience in manufacturing, branding access, technology research and financial investment, in order to implement the policy of diversification and build up the structure of the board.

The Company has set “Corporate Governance Practical Principles” to ensure boards’ diversity. The members of the Board of Directors should be diversified and possess the below skills:

1. Operational judgement skills.
2. Accounting and financial analysis skills.
3. Operational management skills.
4. Crisis management skills.
5. Industry knowledge.
6. Global market view.
7. Leadership skills.
8. Decision making skills.

Core Items / Name	Position	Nationality	Gender	Employee	Age			Independent Director Tenure		Industry Knowledge				Professional Competency			
					51 - 60	61 - 70	71 - 80	Less than 3 Years	More than 3 Years	Manufacturing	Brand and Channel	Technical Research	Financial Investment	Engineering Technology	Information Engineering	Finance &Accounting	Marketing
Liu, Young-Way	Chairman	ROC	M	✓	-	✓	-	-	-	✓	-	-	-	✓	-	-	-
Gou, Tai-ming (Terry Gou)	Director	ROC	M	✓	-	-	✓	-	-	✓	-	-	-	✓	-	-	-
Wang, Charng-yang	Director	ROC	M	✓	-	✓	-	-	-	-	-	-	-	-	-	-	-
Christina Yee-ru Liu	Director	ROC	F	-	-	✓	-	-	-	-	-	-	-	-	-	-	-
James Wang	Independent Director	ROC	M	-	-	✓	-	-	✓	-	✓	-	-	-	-	-	-
Kuo, Tei-Wei	Independent Director	ROC	M	-	✓	-	-	-	✓	-	-	✓	-	-	✓	-	-
Hwang, Tsing- yuan	Independent Director	ROC	M	-	-	-	✓	✓	-	-	-	-	✓	-	-	✓	-
Liu, Len-yu	Independent Director	ROC	M	-	-	✓	-	✓	-	-	-	-	✓	-	-	-	✓
Chen, Yue-min	Independent Director	ROC	F	-	-	✓	-	✓	-	-	-	-	✓	-	-	✓	-

Note: Concurrently an employee of the Company accounts for 33.33%. 1 directors aged between 51-60 years of age. 6 directors aged between 61-70 years of age. 2 director aged between 71-80 years of age.
The Company places great importance on the gender diversity of the Board, and aims for an above 10% female representation, currently of 9 directors, there is 2 female director achieving 22% female representation on the board.

The board of directors has formulated the policy for diversity of members in the Company's Corporate Governance Best Practice Principles, and discloses it on the Company's website and MOPS.

b) Independence within the members of the Board of Directors:

55.55% of directors and independent directors respectively. 3 independent director tenure average below 3 years and 2 independent director has a tenure of 4 years.

The independent directors of Hon Hai are all in compliance with the regulations on the establishment of independent directors of public companies and the rules of matters to be followed. There are no matters 3 and 4 stipulated in Article 26-3 of the Securities and Exchange Act between the directors and independent directors. The board of directors of professional qualifications and independence, please refer to previous page, page No. 19-22.

(8) Management Team Information

Date: 04/2/2023

Position	Nationality	Name	Gender	Inauguration Date	Shareholding		Currently holding shares of spouses and minor children		Main experience (education background)	Concurrent positions at other companies
					Number	%	Number	%		
Chairman and President	Republic of China	Liu, Young-Way	M	Jul. 01, 2019	656,219	0.00	0	0.00	• Masters of Electrical Engineering and Computer Science, University of Southern California • Bachelor of Electrophysics, National Chiao Tung University • Chairman, Socle Technology Corporation. • Executive Assistant to the Chairman, Hon Hai Precision Industry Co., Ltd. • CEO, Princeton Technology Corp. • Founder, ADSL IC Design House, Integrated Telecom Express Inc. • Founder, ITE Technology Inc. • Founder, Young Micro Systems	• Chairman, Foxsemicon Integrated Technology Inc. • Chairman of Guochuang Semiconductor Co., Ltd. • Chairman of Hongxuan Technology Co., Ltd. • Chairman, Foxtron Vehicle Technologies Co., Ltd. • Chairman, MIH Consortium • Director, Fu Tai International Investment Limited • Director of SiliconAuto B.V. • Director, Ceer National Automotive Company
Department General Manager	Republic of China	Wang, Cheng-Yang	M	Jan 01, 2020	47	0.00	0	0.00	• MBA, University of Tennessee • VP, WLBG SonyEricsson Product Group, Foxconn Interconnect Technology Limited	None
Department General Manager	Republic of China	Chiang, Chih-Siung	M	Jan 01, 2020	546,919	0.00	86,485	0.00	• Feng Chia University	• Chairman, Innovative & Intelligent Factory Accelerator (Shenzhen) Co., Ltd • Chairman, Hongfu Inno (Hangzhou) Co., Ltd. • Chairman, Jiangyu Innovation Medical Technology Chengdu CO., LTD

Position	Nationality	Name	Gender	Inauguration Date	Shareholding		Currently holding shares of spouses and minor children		Main experience (education background)	Concurrent positions at other companies
					Number	%	Number	%		
Department General Manager	Republic of China	Lin, Chung-Cheng	M	Jan 01, 2020	144,589	0.00	2,962	0.00	• Mechanical Engineering, Minghsin University of Science and Technology • Director, ESON Precision Engineering Co. Ltd. • Statutory Director, FOXCONN JAPAN CO., LTD.	• Director, Fine Tech Corporation • Director, Foxconn Baja California S.A. de C.V. • Director, Foxconn Precision Imaging Pte Ltd • Director of Foxtron Vehicle Technologies Co., Ltd.
Department General Manager	Republic of China	Chu, Cheng-Qing	M	Jan 01, 2020	100,409	0.00	0	0.00	• Mechanical Engineering, National Cheng Kung University	• Chairman, Futaijie Technology Development (Shenzhen) Co., Ltd.

Position	Nationality	Name	Gender	Inauguration Date	Shareholding		Currently holding shares of spouses and minor children		Main experience (education background)	Concurrent positions at other companies
					Number	%	Number	%		
Chief Information Security Officer	Republic of China	Lee, Wei-Bin	M	Nov 10, 2022	0	0.00	0	0.00	• Director-General, Information Bureau, Taipei City Government; Chief, Department of Innovation and Technology, Fubon Financial Holding; Chief Digital Officer, Taipei Fubon Bank; Chairman, Taiwan Artificial Intelligence Technology Foundation; Professor, Department of Information Engineering, Feng Chia University	• Chief Executive Officer, Hon Hai Research Institute • Director of Gold Charm Limited
Accounting Director	Republic of China	Chou, Zong-kai	M	Jul 20, 2010	0	0.00	0	0.00	• Master's Degree in accounting, Long Island University • Manager of Deloitte & Touche, Taiwan • Lecturer of Hsing Wu University, Taiwan	• Director of Apex Gold Limited • Director of China Galaxy Enterprises Limited • Director of Foxconn Singapore Pte Ltd. • Director of High Precision Holdings Limited. • Director of Precision Technology Investments Pte. Ltd. • Director, ALTUS TECHNOLOGY INC. • Director, HON LIN Technology Co., Ltd.
Financial Director	Republic of China	Huang, De-cai	M	Apr. 15, 1998	1,266,126	0.01	0	0.00	• Graduated from National Chiao Tung University, Taiwan • Financial director of Vanguard International Semiconductor Corporation • Manager of Taiwan Philip Co. Company	• Chairman, Lin Yin International Investment Co., Ltd. • Chairman, Fu Tai International Investment Co., Ltd. • Chairman, Hongyuan International Investment Co., Ltd. • Chairman, Hongyang Semiconductor Corporation • Chairman of Hongyang Venture Capital

Position	Nationality	Name	Gender	Inauguration Date	Shareholding		Currently holding shares of spouses and minor children		Main experience (education background)	Concurrent positions at other companies
					Number	%	Number	%		
										Investment Co., Ltd., • Chairman, Hon Jin International Investment Co., Ltd. • Chairman, Hongqi International Investment Co., Ltd. • Chairman, Bon Shin International Investments Co., Ltd. • Chairman, Hongfu (Shenzhen) Equity Investment Fund Management Co., Ltd. • Director, Zhong Yuan Rong Chuang Foundation Management (Henan) Co., Ltd., • Director of Zhong Yuan (Henan) Financing and Rental Co., Ltd. • Director, Jinchangzhi Technology (Shenzhen) Co, Ltd. • Director, Fulong Credit Loan (Shenzhen) Co, Ltd. • Director, Zhunshida International Supply Chain Management Co., Ltd. • Director, MIH Consortium • Director of Jiaming Financial Leasing (Shanghai) Co., Ltd. • Director of Zhengzhou Airport Economic comprehensive Experiment Zone Zhongyuan Inclusive Finance Co., Ltd • Director, Jinan Property Development Co., Ltd. • Director, QUKUAILIAN INFORMATION TECHNOLOGY

Position	Nationality	Name	Gender	Inauguration Date	Shareholding		Currently holding shares of spouses and minor children		Main experience (education background)	Concurrent positions at other companies
					Number	%	Number	%		
										(SHENZHEN) CO., LTD. • Executive Director, Hong Ding Management Consultants (Shenzhen) Co., Ltd. • Director, Chained Finance Limited(Cayman) • Director, Chained Finance Limited(HK) • Director, Foxconn (Far East) Limited(Cayman) • Director, Foxconn (Far East) Limited(HK) • Director, Foxconn Capital Limited • Director, Foxteq Holdings Inc. • Director, Foxteq Integration,Inc. • Director, HCM International Company • Director, Rich Dreams Network Technology Limited • Director, Talent Sky Holdings Limited • Director, TMJ Technology Co., Ltd.

Note 1: Management holding shares in the name of others: None

Note 2: Management has spouse or second-degree relative holding a position as manager: None

Note3: Combined Chairman and CEO explanation and measures: The Company operates with a combined Chairman and CEO system which enhances operational efficiency and policy execution efficiency. Meanwhile, there are constant efforts to train and find a suitable managerial candidate; additionally, the Chairman maintains a constant channel of communication with updates to the Board of Directors regarding the Company's operations and corporate governance initiatives. In the future, the Company plans to increase independent director representation on the Board, to further enhance supervision. Currently, the Company has the below specific measures:

1. The current five independent directors are specialized in financial accounting and information engineering, and the independent directors constitute more than half of the total directors and can effectively exert their supervisory functions.
2. The Company has established an Audit Committee, comprised of 5 Independent Directors, and majority of which are not concurrent employees or managers of the Company.
3. In accordance with Corporate Governance principles, Independent Directors at key committees can fully discuss matters and freely propose suggestions to the Board.

(9) Remuneration paid to Directors, Supervisors and management team in the most recent fiscal year

(a) Remuneration of Directors and Independent Directors

Unit: NT$Thousand

Title	Name (Note 2)	Compensation of Directors								Percent of A, B, C and D to net profit after tax		Relevant remuneration of part-time personnel								Percent of A, B, C, D, E, F and G to net profit after tax		Is there any remuneration
		Remunerations (A)		Retirement allowance (B)		Remuneration from distribution of earnings (C)		Business execution expenses (D)				Remuneration, money award and special expenses etc. (E)		Retirement allowance (F)		Employee profit sharing from earnings distribution (G) (Note 1)						
		The Company	All companies within the consolidated financial statement	The Company	All companies within the consolidated financial statement	The Company	All companies within the consolidated financial statement	The Company	All companies within the consolidated financial statement	The Company	All companies within the consolidated financial statement	The Company	All companies within the consolidated financial statement	The Company	All companies within the consolidated financial statement	The Company		All companies within the consolidated financial statement		The Company	All companies within the consolidated financial statement	
																Cash dividends	Stock dividends	Cash dividends	Stock dividends			
Directors	Liu, Young-Way Gou, Tai-ming (Terry Gou) Hon Jin International Investment Co., Ltd. Representative: Wang, Charng-yang Representative: Christina Yee-ru Liu Representative: Jay Lee (resigned) Representative: Lu, Sung-Ching (resigned) Lu, Fang-ming (resigned) Fu Chu Technology Co., Ltd. (resigned) Representative: Christina Yee-ru Liu (resigned)	10,500	10,500	0	0	0	0	0	0	10,500 0.007%	10,500 0.007%	110,488	160,053	54	54	312,604	0	312,604	0	433,645 0.307%	483,211 0.342%	0

Title	Name (Note 2)	Compensation of Directors: Remunerations (A): The Company	Remunerations (A): All companies within the consolidated financial statement	Retirement allowance (B): The Company	Retirement allowance (B): All companies within the consolidated financial statement	Remuneration from distribution of earnings (C): The Company	Remuneration from distribution of earnings (C): All companies within the consolidated financial statement	Business execution expenses (D): The Company	Business execution expenses (D): All companies within the consolidated financial statement	Percent of A, B, C and D to net profit after tax: The Company	Percent of A, B, C and D to net profit after tax: All companies within the consolidated financial statement	Relevant remuneration of part-time personnel: Remuneration, money award and special expenses etc. (E): The Company	Remuneration, money award and special expenses etc. (E): All companies within the consolidated financial statement	Retirement allowance (F): The Company	Retirement allowance (F): All companies within the consolidated financial statement	Employee profit sharing from earnings distribution (G) (Note 1): The Company: Cash dividends	Employee profit sharing from earnings distribution (G) (Note 1): The Company: Stock dividends	Employee profit sharing from earnings distribution (G) (Note 1): All companies within the consolidated financial statement: Cash dividends	Employee profit sharing from earnings distribution (G) (Note 1): All companies within the consolidated financial statement: Stock dividends	Percent of A, B, C, D, E, F and G to net profit after tax: The Company	Percent of A, B, C, D, E, F and G to net profit after tax: All companies within the consolidated financial statement	Is there any remuneration
Independent Directors	James Wang Kuo, Tei-Wei Hwang, Tsing- yuan Liu, Len-yu Chen, Yue-min Kung, Kuo-Chuan (resigned)	28,325	28,325	0	0	0	0	0	0	28,325 0.020%	28,325 0.020%	0	0	0	0	0	0	0	0	28,325 0.020%	28,325 0.020%	0

1. Please state the policy, system, standards and structure of independent directors' remuneration, and describe the correlation with the amount of remuneration according to the responsibilities, risks, and investment time:

(1) Remuneration policy, systems, standards and structure

A. Independent director remuneration and attendance fees are proposed and processed according to "Director remuneration allocation policies".

B. Independent director attendance fees: according to business execution expenses, and calculated based on the attendance of board, audit committee, and compensation committee meetings.

(2) Correlation with the amount of remuneration according to the responsibilities, risks, and investment time

A. The Company's Articles of Incorporation does not specify director remuneration.

B. Independent directors' compensation is issued on a monthly basis.

C. The attendance fee is based on the actual number of attendances as the standard for issuance, and no variable or other remuneration is paid.

D. In order to maintain balance between sustainable and risk management, the Company reviews "Director remuneration allocation policies" on a yearly basis.

2. Other than disclosure in the above table, Directors remunerations earned by providing services (e.g. providing consulting services as a non-employee) to the Company and all consolidated entities in the most recent financial statements: None

Note: NT$8,166,241 is set aside for employee remuneration for 2022 according to the resolution of the Board of Directors. It was calculated used last year’s actual allocation ratio.

Range of Remunerations for Directors

Range of remunerations paid to directors	Names of Directors			
	Summation of the first 4 items (A+B+C+D)		Summation of the first 7 items (A+B+C+D+E+F+G)	
	The Company	All companies involved in financial statement (H)	The Company	Parent company and all reinvestments (I)
Under NT$1,000,000	Liu Young-Way, Gou, Tai-ming (Terry Gou); Wang, Charng-yang, Christina Yee-ru Liu, Lu, Sung-Ching	Liu Young-Way, Gou, Tai-ming (Terry Gou); Wang, Charng-yang, Christina Yee-ru Liu, Lu, Sung-Ching	Gou, Tai-ming (Terry Gou); Christina Yee-ru Liu, Lu, Sung-Ching	Gou, Tai-ming (Terry Gou); Christina Yee-ru Liu
NT$1,000,000 (included) ~ NT$2,000,000 (excluded)	-	-	-	-
NT$2,000,000 (included) ~ NT$3,500,000 (excluded)	Hon Jin International Investment Co., Ltd., Hwang, Tsing- yuan, Liu, Len-yu, Chen, Yue-min, Fu Chu Technology Co., Ltd., Jay Lee, Lu, Fang-ming	Hon Jin International Investment Co., Ltd., Hwang, Tsing- yuan, Liu, Len-yu, Chen, Yue-min, Fu Chu Technology Co., Ltd., Jay Lee, Lu, Fang-ming	Hon Jin International Investment Co., Ltd., Hwang, Tsing- yuan, Liu, Len-yu, Chen, Yue-min, Fu Chu Technology Co., Ltd., Jay Lee, Lu, Fang-ming	Hon Jin International Investment Co., Ltd., Hwang, Tsing- yuan, Liu, Len-yu, Chen, Yue-min, Fu Chu Technology Co., Ltd., Jay Lee, Lu, Fang-ming
NT$3,500,000 (included) ~ NT$5,000,000 (excluded)	Kung, Kuo-Chuan	Kung, Kuo-Chuan	Kung, Kuo-Chuan	Kung, Kuo-Chuan
NT$5,000,000 (included) ~ NT$10,000,000 (excluded)	James Wang, Kuo, Tei-Wei	James Wang, Kuo, Tei-Wei	James Wang, Kuo, Tei-Wei	James Wang, Kuo, Tei-Wei
NT$10,000,000 (included) ~ NT$15,000,000 (excluded)	-	-	-	-
NT$15,000,000 (included) ~ NT$30,000,000 (excluded)	-	-	-	-
NT$30,000,000 (included) ~ NT$50,000,000 (excluded)	-	-	-	Lu, Sung-Ching
NT$50,000,000 (included) ~ NT$100,000,000 (excluded)	-	-	-	-
Over NT$100,000,000	-	-	Liu, Young-Way, Wang, Charng-yang	Liu, Young-Way, Wang, Charng-yang
Total	15	15	15	15

Note: During the members of 2022 annual general shareholders' meeting was re-elected, Vice Chairman LI, JIE, Director Lu Fang-Ming, Director LU, SONG-QING, and Independent Director Kuo-Quan Gong resigned on June 30, 2022. Director Wang, Charng-yang, Independent Directors Hwang, Tsing-yuan, Liu, Len-yu, Chen, Yue-min inaugurated on July 1, 2022.

(b) Remuneration paid to the management team

Title	Name (Note2)	Remunerations (A)		Retirement allowance (B)		Money award and special payment etc. (C)		Earning distribution as dividends for personnel (D) (Note)				Rate of total amount of A, B, C and D to pure profits after tax (%)		Remuneration from other invested businesses apart from subsidiaries.
								The Company		All companies involved in financial statement				
		The Company	All companies in the financial statement	The Company	All companies in the financial statement	The Company	All companies in the financial statement	Cash Dividends	Stock Dividends	Cash Dividends	Stock Dividends	The Company	All companies in the financial statement	
General Manager	Liu, Young-Way	107,580	108,623	662	662	27,180	27,361	656,157	0	656,157	0	791,579 0.559%	792,803 0.560%	0
Department General Manager	Wang, Cheng-Yang													
Department General Manager	Chiang, Chih- Siung													
Department General Manager	Lin, Chung-Cheng													
Department General Manager	Chu, Cheng-Qing													
Chief Information Security Officer	Lee, Wei-Bin													
Financial Director	Huang, De-cai													
Accounting Director	Chou, Zong-kai													

Notes 1. NT$8,166,241 is set aside for employee remuneration for 2022 according to the resolution of the Board of Directors. It was calculated used last year's actual allocation ratio.

Range of Remunerations for the management team

Range of remuneration paid to general managers and deputy general managers	Names of General Managers and Deputy General Managers	
	The Company	All companies in the financial statement (E)
Under NT$1,000,000	-	-
NT$1,000,000 (included) ~ NT$2,000,000 (excluded)	Lee, Wei-Bin	Lee, Wei-Bin
NT$2,000,000 (included) ~ NT$3,500,000 (excluded)	-	-
NT$3,500,000 (included) ~ NT$5,000,000 (excluded)	-	-
NT$5,000,000 (included) ~ NT$10,000,000 (excluded)	-	-
NT$10,000,000 (included) ~ NT$15,000,000 (excluded)	-	-
NT$15,000,000 (included) ~ NT$30,000,000 (excluded)	Chou, Zong-kai	Chou, Zong-kai
NT$30,000,000 (included) ~ NT$50,000,000 (excluded)	-	-
NT$50,000,000 (included) ~ NT$100,000,000 (excluded)	Chiang, Chih-Siung, Lin, Chung-Cheng, Chu, Cheng-Qing, Huang, De-cai	Chiang, Chih-Siung, Lin, Chung-Cheng, Chu, Cheng-Qing, Huang, De-cai
Over NT$100,000,000	Liu, Young-Way, Wang, Charng-yang	Liu, Young-Way, Wang, Charng-yang
Total	8	8

Note: Chief Information Security Officer Lee, Wei-Bin inaugurated on November 10, 2022.

(c) Employee profit sharing granted to the management team

Unit: NT$ Thousand

	Title	Name	Stock Dividends	Cash Dividends (Note)	Total	Proportion of total amount to net profits after tax (%)
Management Team	General manager	Liu, Young-Way	0	656,157	656,157	0.464
	Department General Manager	Wang, Cheng-Yang				
	Department General Manager	Chiang, Chih-Siung				
	Department General Manager	Lin, Chung-Cheng				
	Department General Manager	Chu, Cheng-Qing				
	Chief Information Security Officer	Lee, Wei-Bin				
	Financial Director	Huang, De-cai				
	Accounting Director	Chou, Zong-kai				

Note: As of the printing date of this Annual Report, the distribution list of employee profit sharing has not been fixed, and shall be proposed as stipulated according to the actual distribution of last year.

(d) Analysis of the proportion of the total remuneration of directors, supervisors, general managers and deputy general managers of the Company paid by the Company and all companies in the consolidated financial statement to net profit after tax in individual financial statements of the past two fiscal years

Item / Title	Proportion of the total compensation to net profit after tax %			
	2022(Note)		2021	
	The Company	All companies in the consolidated financial statement	The Company	All companies in the consolidated financial statement
Directors	0.327	0.362	0.321	0.507
General Managers and Deputy General Managers	0.559	0.560	0.564	0.565

Note: As of the printing date of this Annual Report, the distribution list of employee profit sharing has not been fixed, and shall be proposed as stipulated according to the actual distribution of last year.

(e) Procedures for payment and relevance with operation performance and future risks

(i) The Company's Articles of Incorporation does not specify director remuneration. There is no compensation distributed to Directors or Supervisors except employee compensation.

(ii) (Independent) director remuneration and attendance fees are proposed and processed according to "Director remuneration allocation policies".

(iii) (Independent) director remuneration has a fixed remuneration and attendance fees. There are no variable or other remunerations paid.

(iv) Remuneration and attendance fees will not be issued to directors or Representatives who are also Company employees, related companies, or employees of Company-invested entities.

(v) Management compensation includes fixed salary, performance bonuses, employee compensation. Salary is calculated by comparing industry peers' similar positions, employee level, education, experience, professional skill and responsible fields. Bonuses will be allocated dependent on the overall profit contribution of each business unit. Employee compensation are set according to manager' operational results.

(vi) According to the Company's Articles of Incorporation, In case of the Company has made a profit for the year, 5% to 7% of the profit shall be set aside for staff compensation, and manager salaries are evaluated on a frequent basis. Manager compensation will be processed according to the Company's "Management remuneration allocation policies", and are subject to the indicators within the policies which business performance compensation is calculated by two main facets, 1. Financial Indicators: According to the profit and loss, and evaluating the contribution on the overall profit contribution of each business unit, and managers target achievement rate; and 2. Non-financial indicators: Implementation of core company values and operation management capabilities, and sustainable management participation. Furthermore, constantly monitoring the implementation of management compensation and relevant laws and regulations.

B. Implementation of corporate governance

(1) Information on implementation of Board of Directors

Nine meetings were held by the Board of Directors in the most recent year (2022) with their attendance shown as follows:

Title	Name	Attendance in person	By proxy	Attendance rate in person (%)	Remarks (Note)
Chairman	Liu, Young-Way	9	0	100%	Serving another term
Director	Gou, Tai-ming (Terry Gou)	0	1	0%	Serving another term
Director	Hon Jin International Investment Co., Ltd. Representative: Wang, Charng-yang	4	0	100%	Newly appointed
Director	Hon Jin International Investment Co., Ltd. Representative: Christina Yee-ru Liu	9	0	100%	Serving another term
Independent Director	James Wang	9	0	100%	Serving another term
Independent Director	Kuo, Tei-Wei	9	0	100%	Serving another term
Independent Director	Hwang, Tsing- yuan	4	0	100%	Newly appointed
Independent Director	Liu, Len-yu	4	0	100%	Newly appointed
Independent Director	Chen, Yue-min	4	0	100%	Newly appointed
Vice Chairman	Hon Jin International Investment Co., Ltd. Representative: Jay Lee	5	0	100%	Resigned from office
Director	Lu, Fang-ming	5	0	100%	Resigned from office
Director	Hon Jin International Investment Co., Ltd. Representative: Lu, Sung-Ching	4	0	80%	Resigned from office
Independent Director	Kung, Kuo-Chuan	5	0	100%	Resigned from office

Other noteworthy matters:

A. the Board Meeting's date, session, proposal contents, all Independent Directors' opinions and the Company's actions in response to the opinions if any of the following occurred:

(a) Matters specified in Article 14-3 of Taiwan's Securities and Exchange Act: The Company established Audit Committee on July 1, 2016. The provisions of Article 14-3 of the Securities Exchange Act are not applicable. For an explanation of the matters listed in Article 14-5 of the Securities Exchange Act, please refer to Operation of the Audit Committee section, page No. 39-40.

(b) Other matters apart from the aforementioned where an independent director has a dissenting opinion or qualified opinion: None

B. Effort made by directors in preventing Conflict of Interests when required:

1. In the Nomination Committee Appointment on March 16, 2022, Stakeholders Chairman LIU, YOUNG-WAY, Independent Directors James Wang and Kuo-Quan Gong had sidestepped from voting on the above proposal. The rest of the directors in attendance unanimously approved the proposal as proposed.
2. On March 16, 2022, the manager and Chairman LIU, YOUNG-WAY sidestepped from voting on the subsequent recognition of the distribution of year-end bonus and performance bonus to managers of the Company in 2021., and the motion was approved as unanimously by the remaining directors attending the meeting without objections.
3. On August 10, 2022, on the Appointment of the Remuneration Committee and the Appointment of the Nomination Committee, Stakeholders Independent Directors Hwang, Tsing-yuan, Independent Directors James Wang, and Kuo, Tei-Wei sidestepped from voting on the above motion, and the motions were passed as proposed above without objection from the remaining directors present.
4. On November 10, 2022, in the follow-up call for the distribution of remuneration to managers and employees for 2021, the manager, Chairman LIU, YOUNG-WAY and Director Wang, Charng-yang sidestepped from voting. The rest of the directors in attendance unanimously approved the proposal as proposed.
5. On December 10, 2022, in declaration of Internal Control System for Supervision and Management of Subsidiary Foxtron Vehicle Technologies Co., Ltd. from April 1, 2022 to September 30, 2022, Stakeholders Chairman LIU, YOUNG-WAY had sidestepped from voting on the above proposal. The rest of the directors in attendance unanimously approved the proposal as proposed.

C. Evaluation of targets for strengthening of the functions of the board during the current and immediately preceding fiscal years (such as the establishment of an Audit Committee, increase in transparency, etc.), and measures taken toward achievement thereof: The Company established an Audit Committee and Compensation committee, both to assist in supervision of the Board.

(2) The Board of Directors Evaluation and Implementation

1. The information on the implementation of the Board of Directors' self-evaluation is as follows:

Evaluation Frequency	Evaluation Period	Evaluation Scope	Evaluation Method	Content of Evaluation
Annually	2022/1/1 to 2022/12/31	Including the performance evaluation of the board of directors, directors and functional committees	Self evaluation of the performance of board of directors, directors and functional committees	1. The items for the self- evaluation of the board of directors include the following aspects: (1) The degree of participation in the company's operations. (2) Improvement of board decision quality. (3) The composition and structure of the board of directors. (4) The selection and continuing education of directors. (5) Internal control. 2. The items for the self- evaluation of the individual directors include the following aspects: (1) Understanding of the Company’s goals and mission. (2) Awareness of directors' duties. (3) The degree of participation in the company's operations. (4) Internal relationship management and communication. (5) Continuing education of

				directors. (6) Internal control. 3. The items for the self- evaluation of the functional committees include the following aspects: (1) The degree of participation in the company's operations. (2) Awareness of the functional committees' responsibilities. (3) Improvement of board decision quality. (4) Functional committee composition and member selection. (5) Internal control.

2. Evaluation of the performance of the Board of Directors by an external professional independent organization

The Company has established the "Rules Governing the Performance of the Board of Directors" during the Board of Directors meeting on November 12, 2020, and an external performance evaluation of the Board of Directors shall be conducted at least once every three years. In November 2022, the Company appointed the Chinese Corporate Governance Association to conduct the 2022 external performance evaluation of the Board of Directors (period: 2021/12/01-2022/11/30). The institution and its executive experts have no business relationship with the Company and are independent. The Company adopted questionnaires and online video interviews on eight aspects including composition, direction, authority, supervision, communication, internal control, risk management, self-discipline, and others of the Board of Directors. The Chinese Corporate Governance Association has issued an evaluation report on the performance of the board of directors on 2023/01/12. The above suggestions and expected actions have been submitted to the Board of Directors' Report on 2023/03/15. The related general evaluation and measures are as follows:

(1). Overview of the evaluation report

(i) The atmosphere of the Company's board meetings is becoming more and more open. The chairman values a transparent discussion culture, fully respects the opinions of the board members, provides directors with sufficient time and information on the proceedings, and increases the frequency of board meetings, as well as more pre-meeting communications, project reports, etc. to build consensus and improve the efficiency of decision making. Independent directors can make professional contributions and express opinions through various meetings, and play the role of guidance and supervision as directors.

(ii) 2 new independent directors were added to the current Board of Directors meeting, for a total of 5 independent directors, accounting for more than half of the total seats on the Board, and all of them were filled by people with professionalism and rich management practices. Independent directors actively participate in and contribute their strengths to the operation of the Board of Directors, thereby enhancing the independence and diversity of the Board of Directors, and enabling the Board of Directors to guide and supervise the management team to play more effectively.

(iii) In order to improve the transparency of corporate information, the Company actively discloses ESG-related activities. The ESG strategy and long-term goal were formulated in 2022. In order to be in line with international standards, the Company has committed 2050 net-zero carbon emissions and participated in carbon disclosure projects; The directors communicate with international investment institutions so that the outside world can better understand the Company's ESG implementation results.

(2). Improvement suggestions and future improvement plans

Item	Recommendations of the evaluation report	Measures expected to be taken by the Company
1	In order to give full play to the effectiveness of the board of directors, in addition to setting up statutory functional committees such as remuneration and audit, theCompany established a new nomination committee in last year (2022) to strengthen the selection system for directors and senior management. However, the sustainability committee currently set up by the Company is chaired by the chairman and leads the Sustainability Office to implement the formulation and implementation of relevant ESG policies and regulations. It is suggested that the Company may consider elevating the Sustainability Committee to a functional committee of the Board of Directors. On the one hand, the Company's policies and actions in the ESG field should be listed as an important theme of the Board's continuous attention, and the company's investment in this field can be announced to the public. This helps improve the Company's image by ensuring that stakeholders of the Company clearly recognize the Company's progress and results in this field.	The plan is to upgrade the perpetual committee to a functional committee of the board of directors.
2	The Company has set up a Nomination Committee to make the appointment of directors and even senior executives more open	Expanded the nomination committee to the "Corporate Governance and

Item	Recommendations of the evaluation report	Measures expected to be taken by the Company
	and transparent in the future. This is actually a major progress of the corporate governance system; and the chairman has also expressed his desire to continue to promote other ideas to strengthen corporate governance. We suggest that your company consider The Nomination Committee has been expanded to be the "Corporate Governance and Nomination Committee," which enables Board members to constantly think about ways to further improve corporate governance, and enables the Board of Directors to continue improving and contribute to the improvement of corporate governance.	Nomination Committee".
3	In response to the needs of the Company at each stage of development and the composition of the Board of Directors, it is recommended that the Board of Directors of the Company clearly understand the duties and responsibilities of each committee when it assumes office, and review the organizational rules regularly to clearly delineate the duties and responsibilities of each committee. Each functional committee shall review the duties of each functional committee accordingly. Established organizational rules and performance evaluation indicators to enhance the execution synergy of the Board of Directors and functional committees. The "Corporate Governance and Nomination Committee" suggested in Item 2 above may be used to assist in such a process.	It is intended that the "Corporate Governance and Nomination Committee" in collaboration with other responsible units, will be responsible for enhancing the execution synergy of the Board of Directors and functional committees.

(3) In most recent year, the Audit Committee held 9 meetings, and the attendance of Independent Directors is as follows:

Title	Name	Attendance in person	By proxy	Attendance rate in person (%)	Remarks (Note)
Independent Director	Hwang, Tsing- yuan	3	0	100%	Newly appointed
Independent Director	James Wang	9	0	100%	Serving another term
Independent Director	Kuo, Tei-Wei	9	0	100%	Serving another term
Independent Director	Liu, Len-yu	3	0	100%	Newly appointed
Independent Director	Chen, Yue-min	3	0	100%	Newly appointed
Independent Director	Kung, Kuo-Chuan	6	0	100%	Resigned from office

Note: A re-election of directors was held at the Company's annual general meeting on May 31, 2022, and new directors assumed their positions on July 1, 2022. The Audit Committee convened 6 times before the re-election, and 3 meetings after the re-election.

Other noteworthy matters:

A. When one of the following situations occurred to the operations of the Audit Committee, state the date, period, proposal contents, independent directors opinion, opinion with reservations or significant recommendation and resolutions of the Audit Committee, and the Company's actions in response to the opinions of the Audit Committee:
   - (a) Matters specified in Article 14-5 of the Taiwan’s Securities and Exchange Act: Please refer to following pages, page No. 39-40.
   - (b) Resolutions passed by two-thirds of all Directors but without approval of the Audit Committee except for the preceding item: None

B. Efforts made by independent directors in preventing Conflict of Interests when required: None

C. Communications between the independent directors, the internal auditors and independent auditors (including means of communication and results, regarding Company financials, operations and other matters):
   - (a) Independent director, internal auditor and Accountant communication:
     1. At least once a year, a separate meeting of independent directors, internal audit supervisors and accountants is held to discuss the completed external audit findings of the Chief Audit Executive and accountants, and to communicate according to the deficiency of annual audit, and record down the communication.
     2. At the end of each month, the head of Internal Audit send the audit and follow-up reports for the preceding month, and reports to independent directors according to the Company’s annual audit plans and internal control follow-up procedures. Provide audit progress reports to independent directors at least once a quarter. If material unusual matters occur during the auditing process, the head of Internal Audit will produce a report and submit to the independent directors immediately. There were no abnormal events during 2022.
     3. Independent directors and accountants communicate and discuss audit planning matters and key audit matters.
     4. Others: In the event of major unusual activities or matters that independent directors, Chief Audit Executives and accountants deem necessary to communicate separately, meetings may be held at any time in any occasion.
        Communication between the independent directors, the Chief Audit Executive and accountants has been good and efficient.
   - (b) The major matters of the communications between independent directors and internal auditors in 2022:
     1. Independent communication between the internal audit officer and independent directors:
        (1). Independent directors convene the Audit Committee on a quarterly basis. The internal audit officer holds a communication meeting with the independent directors before a quarterly Audit Committee meeting. A total of 4 individual communication meetings were held in 2022, during which the head of internal audit participated in 4 of the Audit Committee's meetings and reported on the implementation of audit operations and major internal control and internal audit matters.

(2) The status of communication is shown in the table below:

(i) Individual communication meeting

Audit Committee Meeting Date	Communications between independent directors and internal auditors	
2022/03/15	Attendees	Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Kung, Kuo-Chuan
	Description	1. Audit Report Progress Report for Q4 2021 2. ISO37001 Project progress and the results of each stage of introduction. 3. Approving of the 2021 Statement of Internal Control System. 4. Head of internal auditor responds to questions raised in the meeting.
	Resolution	Met with no objection.
2022/05/11	Attendees	Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Kung, Kuo-Chuan
	Description	1. Audit Report Progress Report for Q1 2022 2. Head of internal auditor responds to questions raised in the meeting.
	Resolution	Met with no objection.
2022/08/10	Attendees	Independent Director/Hwang, Tsing- yuan, Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Liu, Len-yu, Independent Director/Chen, Yue-min
	Description	1. Audit Report Progress Report for Q2 2022 2. Head of internal auditor responds to questions raised in the meeting.
	Resolution	Met with no objection.
2022/11/10	Attendees	Independent Director/Hwang, Tsing- yuan, Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Liu, Len-yu, Independent Director/Chen, Yue-min
	Description	1. ISO anti-bribery management system project. 2. Internal audit digital transformation campaign. 3. Head of internal auditor responds to questions raised in the meeting.
	Resolution	Met with no objection.

(ii) Audit Committee

Meeting Date	Communications between independent directors and internal auditors	
111/03/16	Attendees	Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Kung, Kuo-Chuan
	Description	1. Audit Report Progress Report for Q1 2021 2. Description of the progress of the ISO37001 project and the outcomes of each stage of implementation. 3. Approved the 2021 "Internal Control Statement" of the Company.
	Resolution	Met with no objection.

Meeting Date	Communications between independent directors and internal auditors	
111/05/12	Attendees	Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Kung, Kuo-Chuan
	Description	1. Audit Report Progress Report for Q1 2022
	Resolution	Met with no objection.

111/08/10	Attendees	Independent Director/Hwang, Tsing- yuan, Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Liu, Len-yu, Independent Director/Chen, Yue-min
	Description	1. Audit Report Progress Report for Q 2022
	Resolution	Met with no objection.
111/11/10	Attendees	Independent Director/Hwang, Tsing- yuan, Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Liu, Len-yu, Independent Director/Chen, Yue-min
	Description	1. Audit Report Progress Report for Q3 2022 2. Finalization of the 2023 audit plan
	Resolution	Met with no objection.

2. Independent communication between accountants and independent directors:

(1) Independent communication between CPAs and independent directors is convened at least once a year. In 2022, a total of 1 annual audit report meeting was convened.

(2) The status of communication is shown in the table below:

Meeting Date	**Communications between independent directors and internal auditors**	
2022/11/10	Attendees	Independent Director/Hwang, Tsing- yuan, Independent Director/James Wang, Independent Director/Kuo, Tei-Wei, Independent Director/Liu, Len-yu, Independent Director/Chen, Yue-min
	Description	1. Accountants communicated and discussed the audit planning matters and key audit matters in 2022. 2. The impact of the Covid-19 epidemic on 2022 audit work. 3. Communication of revision of audit quality indicators and International Code of Professional Ethics for Certified Public Accountants.
	Resolution	Independent directors and accountants fully communicated, and m with no objections from the independent directors.

D. Audit Committee annual major matters and operation status:

(a) Annual major annual matters:

1. Regularly communicate the results of the audit report with the internal auditor based on the annual audit plan.
2. Regularly communicate with the company's CPA on the results of the quarterly financial statements review or audit.
3. Review financial reports
4. Evaluation of the effectiveness of the internal control system.
5. Material asset or derivative transactions.
6. Appointment, dismissal or remuneration of CPA.
7. CPA qualification and independence assessment.
8. Review and revise the “Procedures for Acquisition and Disposal of Assets”, “Procedures for Derivatives Transactions”, "Procedures for Lending of Capital to Other Parties”, and “Procedures for Endorsement and Guarantee” or any other major financial business behaviors.
9. Regulatory Compliance.

(b) Implementation:

Audit Committee Meeting Date / Meeting Number.	**Motions and subsequent actions**	**Particulars described in Article 14-5 of the Securities and Exchange Act**	**Contents of independent directors' objections, reservations or major proposals**

2022/02/22 2th Board 17th Meeting	1. The Company's 2020 annual financial report.		None
	Audit committee resolution (2022/02/22): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		
2022/03/16 2th Board 18th Meeting	1. The Company's loaning of funds to domestic subsidiaries.		None
	2. Proposal to increase capital in the subsidiary, LinYih International Investments Co., Ltd.		None
	3. The Company's subsidiary FIH Mobile Limited Cayman listed in Hong Kong plans to apply for the listing ("IPO") in India through the initial public offering of rupee common stock by its subsidiary Bharat FIH Limited.		None
	4. Amendments to the Company's "Procedures for the Acquisition and Disposal of Assets."		None
	5. Amendment to the Company's "Operating Procedure for Loaning Funds to Others"		None
	6. Approved the Company's internal control statement 2021.		None
	7. Auditing of the financial statements 2012, appointment of CPAs, assessment of the independence of CPAs, and service remuneration.		None
	Audit committee resolution (2022/03/16): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		
2022/03/23 2th Board 19th Meeting	1. The Company's 2021 financial report.		None
	2. Approval for the indirect disposal of the equity of NANJING HONGFUSHARP ELECTRONICS CO., LTD.		None
	3. Proposal to increase capital in subsidiary Hon Young Semiconductor Corporation.		None
	Audit committee resolution (2022/03/23): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		
2022/03/23 2th Board 20th Meeting	Approval of the Company's 2021 earnings distribution.		None
	Audit committee resolution (2022/03/23): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: This motion was approved by the Board of Directors and submitted to the Audit Committee for approval.		
2022/04/20 2th Board 21th Meeting	The Company's 2021 business report.		None
	Audit committee resolution (2022/04/20): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		
2022/05/12 2th Board 22th Meeting	1. Increase capital in the subsidiary, Bon Shin International Investments Co., Ltd.		None
	2. The Company and the Stellantis N.V. Group to raise a joint venture company.		None
	3. Approval of reducing the indirect shareholding of subsidiary Bharat FIH Limited by more than 10%.		None
	Audit committee resolution (2022/05/12): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		

Audit Committee Meeting Date / Meeting Number.	Motions and subsequent actions	Particulars described in Article 14-5 of the Securities and Exchange Act	Contents of independent directors' objections, reservations or major proposals
2022/08/10 3th Board 1th Meeting	1. The Company intends to increase capital in the subsidiary, Hongyuan International Investment Co., Ltd.		None
	2. The Company's proposal to increase capital in the subsidiary, LinYih International Investments Co., Ltd.		None
	Audit committee resolution (2023/08/10): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		
2022/11/10 3th Board 2th Meeting	1. The Company's proposal to increase capital in ECMMS Precision Singapore Pte. Ltd.		None
	2. The Company's capital increase in Foxconn Singapore Pte. Ltd.		None
	3. Formulate the "2013 Annual Audit Plan."		None
	4. Establishment of the Company's "Procedures for Handling Internal Material Information."		None
	5. Formulate the Company's "Insider Trading Prevention Regulations."		None
	Audit committee resolution (2022/11/10): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		
2022/12/15 3th Board 3th Meeting	1. The Company's internal control system declaration for the supervision and management of subsidiary Foxtron Vehicle Technologies Co., Ltd. from April 1, 2022 to September 30, 2022.		None
	2. Providing endorsements and guarantees for the rental of machinery and equipment for the electric vehicle production plant rented by the overseas subsidiary of the Company (Foxconn EV System LLC).		None
	3. Approval for the indirect disposal of the equity of Foxway Precision Industrial (HangZhou) Co., Ltd.		None
	4. Proposal to increase capital in subsidiary Hon Young Semiconductor Corporation.		None
	Audit committee resolution (2022/12/15): Passed by all attending Audit committee members.		
	Company's response to Audit committee opinions: Passed by all attending directors.		
Resolutions passed by two-thirds of all Directors but without approval of the Audit Committee except for the preceding item: None			

Hon Hai's Audit Committee is empowered by its Charter to conduct any study or investigation it deems appropriate to fulfill its responsibilities. It has direct access to Company's internal auditors, the Company's independent auditors, and all employees of the Company. The Committee is authorized to retain and oversee special legal, accounting, or other consultants as it deems appropriate to fulfill its mandate. The Audit Committee Charter is available on Hon Hai's corporate website.

(4) The difference between the corporate governance implementation and the Corporate Governance Best Practice Principles for TWSE/GTSM-Listed Companies and reasons:

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
1. Does the Company set and disclose corporate governance code of practice according to corporate governance practice principles for TWSE/GTSM-Listed companies?	✓		The Company has set a corporate governance code of practice, for the protection of shareholders' rights, to strengthen the functions of the BOD, respect the interests of stakeholders, enhance the transparency of information and relevant rules. Detailed information can be found on the Company's website.	No Difference
2. Equity structure and shareholder rights. (1) Has the Company set internal operating procedures to deal with shareholder proposals, doubts, disputes and litigation matters, and does it implement these in accordance with its procedures? (2) Does the Company have a list of those who ultimately control the major shareholders of the Company? (3) How does the Company establish its risk management mechanism and firewalls involving related enterprises? (4) Has the Company set internal standards to prohibit the use of undisclosed insider information to trade securities on the market?	 ✓ ✓ ✓ ✓		 (1) The Investor Relations Department is dedicated to processing shareholder proposals or disputes. (2) The Company keeps track of of the shareholding status of directors, managers, and major shareholders holding more than 10%, and provides disclosure according to law. (3) The Company has established appropriate internal risk control mechanisms and firewalls, pursuant to the rules for specific companies or groups related business operations and financial transactions, supervision measures for subsidiaries, procedures for endorsement and guarantee, operational procedures for lending funds to others and procedures for asset acquisition & disposal. Business relations between affiliated enterprises have been evaluated by an independent third party to prevent violations of unlawful transactions. (4) The Company has enacted the "Insider Trading Prevention Regulations" and "Procedures for Handling Internal Material Information" to prohibit the insiders from using the undisclosed information to trade securities, and	No Difference

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			stipulated that during the blackout period, directors shall not trade the Company's shares or other equity-type securities during the closed period 30 days before the announcement of the annual financial report and 15 days before the announcement of the quarterly financial report. Directors of the Company are prohibited from dealing in the Company's shares or other equity-type securities from the moment they learn of the material news of the Company prior to the investor conference until the next day after the investor conference, so as to prevent insider trading.	

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
3. Organization and responsibilities of the Board of Directors				No Difference
(1) Has the Company established a diversification policy or specific goal for the composition of its Board of Directors and has it been implemented accordingly?	✓		(1) The Company has set "Corporate Governance Practical Principles" to ensure boards' diversity. The company's BOD (including independent directors) has adopted a nomination system. The members of the BOD are diversified and possess manufacturing, brand channel, technological research and financial investment backgrounds for the implementation of Board diversity and create a healthy board structure. Concurrently an employee of the Company accounts for 33.33% and 55.55% of directors and independent directors respectively. 3 independent director tenure average below 3 years and 2 independent director has a tenure of 4 years. 1 directors are aged between 51-60. 6 between 61-70 years of age. 2 between 71-80 years of age. The Company places great importance on the gender diversity of the Board, of 9 current directors, there is 2 female representation, accounting for 22%. (Please refer to "[P.19-22] Diversity within the members of the Board of Directors" in previous pages for board members' professions and independence).	
(2) Has the Company establish other functional committees besides the Compensation Committee and Audit Committee?	✓		(2) The Company has already set up the Audit Committee, Remuneration Committee and Nomination Committee, and also set up the Perpetuity Committee, Employee Welfare Committee and Labor Pension Supervision Committee. Other functional committees will be established as needed in the future.	
(3) Has the Company set performance assessment rules and methods for the BOD and does it perform this evaluation every year?	✓		(3) Since November 12, 2020, the Company's Procedures includes "Director and Committee evaluation method". Evaluations are conducted early, and at least once every three years by an external professional independent organization or an external scholar/expert. The	

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			evaluation also specifies aspects of evaluation for each functional committee. The company's internal performance evaluation for the board of directors in the most recent year is carried out by the directors, using internal questionnaires. 1. The items for the self- evaluation of the board of directors include the following aspects: (1) The degree of participation in the company's operations. (2) Improvement of board decision quality. (3) The composition and structure of the board of directors. (4) The selection and continuing education of directors. (5) Internal control. 2. The items for the self- evaluation of the individual directors include the following aspects: (1) Understanding of the Company's goals and mission. (2) Awareness of directors' duties. (3) The degree of participation in the company's operations. (4) Internal relationship management and communication. (5) Continuing education of directors. (6) Internal control. 3. The items for the self- evaluation of the functional committees include the following aspects: (1) The degree of participation in the company's operations. (2) Awareness of the functional committees' responsibilities. (3) Improvement of board decision quality. (4) Functional committee composition and member selection. (5) Internal control. Evaluation Results: The results of the performance evaluation of the board of directors were sent to the board of directors and functional committees on March 15,	

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
(4) Does regularly evaluate the independence of the CPA?	✓		2023 and were used as a reference for the remuneration of individual directors and nominations for re-election. The results of the 2022 performance evaluation are as follows: 1. The overall average score of the board of directors' performance self-evaluation is 4.94 points (out of 5); the overall average score of the individual board members' self-evaluation is 4.92 points (out of 5). The results of the overall board performance evaluation are still effective. 2. The overall average score of the audit committee's self-evaluation is 4.99 points (out of 5). 3. The overall average score of the compensation committee's self-evaluation is 4.68 points (out of 5). (4) The independence and suitability of the CPAs are assessed by the Board of Directors on a regular basis every year. When discussing the independence and suitability of the CPAs engaged by the Board of Directors, the Company is required to present the curriculum vitae of the CPA recommended, along with the declaration of independence of each CPA (not in violation of Professional Ethics Bulletin No. 10) and AQI information compiled by "Guidelines for Compiling Audit Quality Indicators (AQI) by Accounting Firms" (including 13 indicators from five major aspects, namely professionalism, independence, quality control, supervision, and innovation ability) for the Board of Directors to evaluate. On March 15, 2023, the board of directors of the Company reviewed and approved that all certified accountants meet the evaluation criteria of independence and suitability of the Company (there is no direct or material indirect financial interest with the audit customer, no excessive reliance on a single customer's source of remuneration by the firm, and no significant close business relationship	

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			with the audit customer).	
4. Does the Company appoint competent and appropriate corporate governance personnel and corporate governance officer to be in charge of corporate governance affairs (including but not limited to furnishing information required for business execution by directors, assisting directors' compliance of law, handling matters related to board meetings and shareholders' meetings according to law, and recording minutes of board meetings and shareholders' meetings)?	✓		In aims to implement corporate governance, assist directors, and protect investor rights; the Company has passed a resolution on 2019/05/14 board meeting and has appointed competent and appropriate corporate governance personnel. The Company has established full-time financial officer, Huang, De-cai as responsible for corporate governance related matters. Huang has accumulated over twenty years of financial manager expertise and experience. Primary responsibilities include the following: 1. Assist Independent and Non-Independent Directors to carry out their duties pursuant to the Law: a. Notify the board 7 days in advance before Board of Director meetings, and if matters are subject to abstaining due to conflicts of interest. b. Registration of the Shareholders' Meeting dates, and notification dates according to relevant laws. 2. Creation of board and shareholder meeting minutes - 20 days after the meeting according the relevant regulations. 3. Assist Directors in assuming the position: According to the Company's specific industry, and the profession and educational backgrounds of the Director, assist the Director in formulating an advancement plan and arrange relevant classes. 4. Assist in production of materials to assist the Board of Directors to carry out their duties: a. Regularly inform the Board of Directors with relevant information regarding updates rules and regulations of Company's industry and relevant corporate governance updates. b. Review relevant information confidentiality levels and provide the Board of Directors the necessary information, maintain the Board and Managements communication channels. c. Meeting with internal and external auditors to maintain Independent Director's	No Difference

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			compliance with the Company's corporate governance regulations, and if needed, organize relevant meetings. 5. Assist in the Board's compliance with Laws: a. Report to the Board regarding the Company's governance situation, and make sure the Company's Shareholders' and Board of Directors' Meetings comply with relevant laws and corporate governance practices. b. Assist and remind Directors regarding the importance of adherence to laws and regulations for resolutions within meetings, and provide suggestions in the case where such laws and regulations are infringed upon. c. Examination of Directors' Meeting's resolutions post-meeting, and the release of such information. Confirming the resolutions and relevant information are according to law and correct, to protect the integrity of investors' trading information. 6. For "Continuing education of Directors", please see following pages [P.49]	
5. Does the Company establish communication channels and dedicate section for stakeholder on its website to respond to important issues of corporate social responsibility concerns?	✓		The Company has established a "Stakeholders section" on its official website with the contact information of spokespersons and relevant business departments to respond to the important corporate and social concerns of stakeholders (including but not limited to shareholders, employees, customers, and suppliers). Please refer to the official website of the Compan https://www.honhai.com/zh-tw/CSR/stake-holder.	No Difference
6. Has the company appointed a professional stock affairs agency for shareholders affairs?	✓		The Company authorized "Grand Fortune Securities Co., Ltd." as stock service agency to handle shareholder transactions.	No Difference
7. Disclosure of information (1) Does the Company set up website to disclose financial operations and corporate governance	✓		(1) The Company has placed financial and corporate governance information of each year on its website.	No Difference

Item	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
information?				
(2) Has the Company adopted other measures (such as English website, a designated person responsible for the collection and disclosure of information, implementation of the spokesman system, the legal entities announcements uploaded to website, etc.) to disclose information?	✓		(2) The Company has an English website and a spokesperson, investor relations department and shareholder services department to disclose relevant information. The Company issued global depository receipts (GDR) in London, and discloses company information on its website according to the provisions of the relevant rules of the London Stock Exchange.	
(3) Does the Company announce and report the annual financial statements within two months after the end of the fiscal year, and announce and report the first, second, and third quarter financial statements as well as the operating status of each month before the prescribed deadline?	✓		(3) The Company's annual financial report and the first, second, and third quarter financial reports were announced and submitted within the time limit specified by the law. In addition, since June 2019, the Company's revenue information has been disclosed in advance on the 5th of the following month. However, the annual financial report has not been announced and filed within two months after the end of the fiscal year.	
8. Does the Company have other important information for better understanding the Company's corporate governance system (including but not limited to interests and rights of employees, care for employees, relation with investors, relation with suppliers, relation with interested parties, continuing education of directors and supervisors, execution of risk management policies and risk measuring standards, execution of customer policies, liability insurance for the Company's directors and supervisors)?	✓		(1) Interests and rights of employees: The Company has always treated employees in good faith to ensure their legal interests and rights in accordance with the Labor Standards Act. (2) Care for employees: by adopting a welfare system and good education and training, a relationship of mutual trust has been established with employees. Such as: employee benefits and community cultural and recreational activities and entertainment, health clinic grants and medical advice, the Company also provides staff quarters, rented accommodations for staff, accommodation care, parking lots, etc. (3) Investor Relations: The Investor Relations Department was set up to specifically deal with shareholder proposals. (4) Supplier Relationship: good relations with suppliers are maintained at all times. (5) Relations with stakeholders:	No Difference

<table>
<tr><th rowspan="2">Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td></td><td></td><td></td><td>stakeholders shall communicate with the Company and put forward proposals to protect their due legal rights and interests.
(6) Continuing education of directors and supervisors: The Company’s directors are qualified with industrial professional knowledge and practice experience in operation management. Please refer to the following table for more information on continuing education (please refer to the table below for specific case studies).
(7) Execution of risk management policy and risk measuring standards: various internal regulations are established legally for various risk management and evaluation.
(8) Execution of customer policies: stable and good relations with customers are maintained with the view of creating profits.
(9) Liability insurance for the Company’s directors: In order to protect directors from personal liability and financial losses caused by third-party litigation due to the performance of their duties, the Company has purchased liability insurance for directors. On March 15, 2024 From January 15, 2024 to January 15, 2025.</td><td></td></tr>
<tr><td colspan="5">9. Please specify the measures adopted by the Company to improve the items listed in the corporate governance review result from Taiwan Stock Exchange's Corporate Governance Center and the improvement plans for items yet to be improved.
(I) The Company will discuss the unscored matters for the follow-up improvement directions.
(II) The Company's priorities and measures for corporate governance are as follows:
1. The English version of the interim financial report shall be disclosed within two months after the due date of the Chinese version of the interim financial report.
2. The English version of the annual financial report should be uploaded 16 days before the ordinary shareholders' meeting.
3. Disclosure of the Board's supervision over the promotion of sustainable development.
4. Regularly report the status of communication with stakeholders to the Board of Directors.
5. Introduce Taiwan Intellectual Property Management System (TIPS), ISO56005 or similar IP management system standards into the intellectual property management plan, and have them verified or audited by a third party.</td></tr>
</table>

Continuing education of Directors

Title	Name	Date	Organizer	Course	Hours
Director	Wang, Charng-yang	Sep. 28, 2022	Accounting Research and Development Foundation of the Republic of China	Analysis of the Latest Corporate Governance Policies and Corporate Governance Assessment Practices	3
		Sep. 30, 2022	Accounting Research and Development Foundation of the Republic of China	Explanation of the Concept of ISSB S1 Standard "General Requirements for Disclosure of Sustainability-Relevant Financial Information"	3
		Oct. 13, 2022	Greater China Financial and Economic Development Association	New thinking for digital transformation	3
		Oct. 17, 2022	Greater China Financial and Economic Development Association	Value Implications of Financial Statements and ESG Strategic Investing	3
Corporate Director representative	Christina Y. Liu	Nov. 10, 2022	Greater China Financial and Economic Development Association	An overview of global tax reform (BEPS 2.0)	3
		Nov. 14, 2022	Greater China Financial and Economic Development Association	Illegalities of Insider Trading and Case Study	3
Independent Director	James Wang	Aug. 24, 2022	Taiwan Corporate Governance Association	Strategic Thinking on Group Corporate Restructuring (including IPO in China)	3
		Aug. 24, 2022	Taiwan Corporate Governance Association	Analysis of important laws and regulations for cross-strait investments, joint ventures, and mergers and acquisitions	3

Title	Name	Date	Organizer	Course	Hours
Independent Director	Kuo, Tei-Wei	Nov. 13, 2022	Stock Exchange	2022 Cathay Pacific Perpetual Banking and Climate Change Summit	6
Independent Director	Liu, Len-yu	Jul. 7, 2022	Taiwan Corporate Governance Association	The net zero carbon reduction path of listed companies	1
		Aug. 31, 2022	Taiwan Corporate Governance Association	New Horizons for Digital Transformation	1
		Sep. 16, 2022	Taiwan Corporate Governance Association	Seminar on Financial Statement Misstatement and Directors' Responsibilities	3
		Oct. 19, 2022	Taiwan Corporate Governance Association	The 18th (2022) Corporate Governance Summit - Enhancement of Directors' Functions and Implementation of Sustainable Corporate Governance	3
Independent Director	Chen, Yue-min	Nov. 13, 2022 Nov. 14, 2022	Taiwan Stock Exchange	2022 Cathay Pacific Perpetual Banking and Climate Change Summit	9
		Nov. 30, 2022	Greater China Financial and Economic Development Association	AI thinking and digital transformation	3

Continuing education of corporate governance manager

Title	Name	Date	Organizer	Course	Hours
Corporate Governance Manager	Huang, De-Cai	Sep. 21, 2022	Accounting Research and Development Foundation of the Republic of China	Controlled foreign enterprise (CFC) tax laws and practices	3
		Oct. 13, 2022	Institute of Internal Auditors - Chinese Taiwan	Analyze business performance and risk prevention from financial statements	6
		Oct. 14, 2022	Institute of Internal Auditors - Chinese Taiwan	How to use digital technology to explore and improve operational processes and fraud detection - Audit Practice Discussion	6

(5) Organization, responsibilities, and operation status of the Compensation Committee:

(a) Information on members of the Compensation Committee

The Company established the Remuneration Committee in September 2011. The Remuneration Committee shall exercise the care of good administrators and faithfully perform its duties and submit its suggestions to the Board of Directors for discussion. The details of the current Remuneration Committee members are as follows:

Name	Professional Knowledge and Experience	Independence Attribute	Concurrent independent director position in other publicly traded companies
James Wang Chairperson	He used to be the Chairman of Les Enphants Co., Ltd., a Managing Director of Taiwan Chain Store and Franchise Association, a Managing Director of International Marketing Communication Managers Association and a Managing Director of Taiwan Boutique Brand Association, and a member of Remuneration Committee of Green Power Recycling Co., Ltd. Currently, he is an Independent Director, a member of the Audit and Nomination Committees, and the convener of the Remuneration Committee of the Company; an Independent Director and a member of the Audit Committee of HannStar Border Co., Ltd.; an Independent Director and a member of the Audit Committee of Luo Lih-Fen Director; an Independent Director and a member of the Audit Committee and Remuneration Committee of APEX MEDICAL CORP.	Please refer to "Professional knowledge and independence of directors" in previous pages for board members' professions and independence	1
Kuo, Tei-Wei	He once served as Chair/Director of the Department of Information Engineering, National Taiwan University, Vice Dean of the School of Electrical and Electronics Engineering, Distinguished Researcher and Director of the IT Innovation Research Center, Academia Sinica, Convener of Information Technology Department, Department of Science and Technology/Division of Engineering, National Science and Technology Council, Executive Yuan, Professor and Chair of the Department of Information Engineering, National Taiwan University, Shau-Ke Lee Chair Professor of Information Engineering, City University of Hong Kong, Senior Advisor to the President and Dean of the College of Engineering, Academician of European Academy of Sciences and Arts, and Academician of National Academy of Inventors. He is currently an Independent Director, a member of the Audit Committee, and a member of the Nomination Committee. Distinguished Professor, Department of Information Engineering, Institute of		0

Name	Professional Knowledge and Experience	Independence Attribute	Concurrent independent director position in other publicly traded companies
	Information Network and Multimedia, and Institute of Electronic Engineering, National Taiwan University; Visiting/Co-appointing Professor and Senior Advisor of President's Office, Mohamed bin Zayed University of Artificial Intelligence, United Arab Emirates.		
Hwang, Tsing-yuan	He previously served as Independent Director of Cathay Financial Holding Co., Ltd., Director of Taiwan Stock Exchange, and Executive Director/President of Asia Pacific Region of SMBC (Japan) Daiwa Securities Co., Ltd. Currently, he is Independent Director, Convener of Audit and Nomination Committees of the Company, member of Remuneration Committee, Chairman of Bank of Tokyo Star, Director of Taipei Financial Tower Co., Ltd., and Vice Chairman of Taiwan San San Business Association.		0

(b) Duties of the Remuneration Committee

(1) Review the Company's remuneration policies on a regular basis and propose amendments.
(2) Establish and regularly review the policies, systems, standards, and structures for the performance and compensation of directors and managers of the Company.
(3) Regularly evaluate the compensation and remuneration of the Company's directors and managers.

(c) Operation status of the Compensation Committee

(1) There are 3 members in the Company's Compensation Committee.

(2) Current Term: From Auguest 10, 2022 to June 30, 2025. The Compensation Committee held 2 meetings in the recent year, the qualifications and attendance of the Committee are shown as follows:

Title	Name	Attendance in person	By proxy	Attendance rate in person (%)	Remarks
Chair	James Wang	2	0	100 %	Re-elected
Member	Kuo, Tei-Wei	2	0	100 %	Re-elected
Member	Hwang, Tsing-yuan	1	0	100%	Newly appointed
Member	Kung, Kuo-Chuan	1	0	100 %	Resigned from office

Note: The Company's Board of Directors appointed the members of the 5th Remuneration Committee on August 10, 2022 and took office on August 10, 2022. The 4th Remuneration Committee convened once, and the 5th Remuneration Committee convened once.

Other noteworthy matters:

a. The Board of Directors does not accept Compensation Committee's suggestions or amendments: None.

b. The resolutions of the Compensation Committee which Committee member has oppositions or reservations: None.

c. The resolutions of the Compensation Committee and the Company's action:

Meeting Date	Major Matters	Resolution	The Company's action regarding the

			Compensation Committee
2022/03/16	1. Subsequent recognition of the distribution of year-end bonus and performance bonus to managers of the Company in 2021.	Passed by all Audit committee members	Submitted to and passed by all attending directors.
2022/11/10	1. Review of the Company's "Self-Evaluation on the Performance of the Board of Directors and Functional Committees." 2. Review the policies, systems, standards, and structures of managerial performance evaluation and compensation 3. The Company's follow-up call for the distribution of remuneration to managers and employees	Passed by all Audit committee members Passed by all Audit committee members	Submitted to and passed by all attending directors. Submitted to and passed by all attending directors.

(6) Information on the members of the Nomination Committee and the operation status

1. Qualifications and responsibilities of members of the Nomination Committee

The Company set up a Nomination Committee in March 2022. The Nomination Committee is authorized by the Board and shall exercise the care of a good administrator to faithfully perform the following functions and powers, and submit its recommendations to the Board of Directors for discussion:

(1) Nominate candidates for directors and review their eligibility.

(2) Establishing the organizational structure of each functional committee under the Board of Directors, and reviewing the establishment and amendment of the organizational rules of each functional committee.

(3) To review the establishment and amendment of the regulations governing the operation of the Board of Directors of the Company.

(4) Reviewing the Company's Corporate Governance Best-Practice Principles.

(5) Other matters as instructed by the Board of Directors for the Committee.

Information on members of the Nomination Committee

March 31, 2023

Title	Name	Professional Qualification and Experience	Independent Directors' Independence Status	Number of other public companies that serve as nomination committee members
Independent Director Convener	Hwang, Tsing-yuan	He previously served as Independent Director of Cathay Financial Holding Co., Ltd., Director of Taiwan Stock Exchange, and Executive Director/President of Asia Pacific Region of SMBC (Japan) Daiwa Securities Co., Ltd. Currently, he is Independent Director, Convener of Audit and Nomination Committees of the Company, member of Remuneration Committee, Chairman of Bank of Tokyo Star, Director of Taipei Financial Tower Co., Ltd., and Vice Chairman of Taiwan San San Business Association.	Please refer to Page 22 for the independence of independent directors.	None
Independent Director	James Wang	He used to be the Chairman of Les Enphants Co., Ltd., a Managing Director of Taiwan Chain Store and Franchise Association, a Managing Director of International Marketing Communication Managers Association and a Managing Director of Taiwan Boutique Brand Association, and a member of Remuneration Committee of Green Power Recycling Co., Ltd. Currently, he is an Independent Director, a member of the Audit and Nomination Committees, and the convener of the Remuneration Committee of the Company; an Independent Director and a member of the Audit Committee of HannStar Border Co., Ltd.; an Independent Director and a member of the Audit Committee of Luo Lih-Fen Director; an Independent Director and a member of the Audit Committee and Remuneration Committee of APEX MEDICAL CORP.	Please refer to Page 22 for the independence of independent directors.	None

Independent Director	Kuo, Tei-Wei	He once served as Chair/Director of the Department of Information Engineering, National Taiwan University, Vice Dean of the School of Electrical and Electronics Engineering, Distinguished Researcher and Director of the IT Innovation Research Center, Academia Sinica, Convener of Information Technology Department, Department of Science and Technology/Division of Engineering, National Science and Technology Council, Executive Yuan, Professor and Chair of the Department of Information Engineering, National Taiwan University, Shau-Ke Lee Chair Professor of Information Engineering, City University of Hong Kong, Senior Advisor to the President and Dean of the College of Engineering, Academician of European Academy of Sciences and Arts, and Academician of National Academy of Inventors. He is currently an Independent Director, a member of the Audit Committee, and a member of the Nomination Committee. Distinguished Professor, Department of Information Engineering, Institute of Information Network and Multimedia, and Institute of Electronic Engineering, National Taiwan University; Visiting/Co-appointing Professor and Senior Advisor of President's Office, Mohamed bin Zayed University of Artificial Intelligence, United Arab Emirates.	Please refer to Page 22 for the independence of independent directors.	None

(II) Operations of the Nomination Committee

(1). The Company's Nomination Committee consists of 3 members.

(2). The current term of members: August 10, 2022 to June 30, 2025; the Nomination Committee met 2 times in the most recent year and their attendance and discussions are as follows:

Job title	Name	Number of actual attendance	Number of attendance by proxy	Actual attendance rate	Remarks
Convener	Hwang, Tsing-yuan	1	0	100%	Newly appointed
Member	James Wang	2	0	100%	Serving another term
Member	Kuo, Tei-Wei	1	0	100%	Newly appointed
Member	LIU, YOUNG-WAY	1	0	100%	Resigned from office
Member	Kuo-quan Gong	1	0	100%	Resigned from office

Note: The Company's Board of Directors appointed the members of the 2nd Nomination Committee on August 10, 2022 and took office on August 10, 2022. The 1st Nomination Committee convened once (Term of office is from March 16, 2022 to June 30, 2022) and the 2nd Nomination Committee convened once.

I. The Board of Directors will not adopt or amend the suggestions of the Nomination Committee: None.

II. Members of the Nomination Committee have documented or documented objections or reservations to resolutions made by the Nomination Committee: None.

III. Matters for discussion in the Nomination Committee and results of the resolution, and the Company's handling of the opinions of the members:

Nomination Committee Meeting date	Matters for discussion	Result	The Company's handling of the opinions of the members
Apr. 20, 2022	Suggested reference list for nomination of director candidates by the 18th Session of the Board	Unanimously approved by all committee members present	Proposed to the Board of Directors and approved by the attending directors unanimously
Nov. 10, 2022	Amendments to the Company's "Rules of Procedure for Board of Directors Meetings"	Unanimously approved by all committee members present	Proposed to the Board of Directors and approved by the attending directors unanimously

(7) Implementation of the Sustainable Development and the Differences of Practice for Sustainable Development of Listed OTC Companies and Its Reasons

Item	Implement status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
1. Does the company establish a governance structure to achieve sustainable development, and set up a dedicated (part-time) unit to promote sustainable development, which is authorized by the board of directors to handle senior management, and supervised by the board of directors?	✓		The Company officially established its Corporate Social Responsibility (CSR) initiative in 2007 and changed its name to the Sustainability Committee in 2022. It is the highest-level sustainability decision-making organization within the Company. The chairman of the board acts as chairman of the committee, combines with senior executives to jointly review the Company's operational strategies and capabilities, and formulate a medium- and long-term sustainable development plan. The "Sustainability Committee" is a cross-departmental communication function that integrates top and bottom lines. The Company has set up an ESG team to identify sustainability issues that are critical to company operations and stakeholders' concerns through monthly meetings, formulate strategies and work guidelines, plan and execute solutions, and track implementation results to ensure that the sustainable development strategy is implemented in daily management. The Sustainability Committee will report to the Chairman on a regular basis and to the Board of Directors at least once a year on the results of sustainability implementation and future work plans. Proposal content includes (1) identifying sustainability issues that require attention and formulating corresponding action plans; (2) goals and policy revisions of sustainability-related issues; (3) supervising the implementation of sustainable management matters and evaluating the implementation. The Board of Directors will also evaluate the success of the strategies and the progress of the implementation, and will urge for adjustments when necessary.	No Difference
2. Does the company conduct risk assessments on environmental, social and corporate governance issues related to company operations according to the principle of materiality, and formulate relevant risk management policies or strategies?	✓		This disclosure covers the sustainability performance of major business locations between January 2022 and December 2022. The boundary of risk assessment is primarily the Company, including business locations in Taiwan, China, other parts of Asia, the Americas, and Europe. The Sustainability Committee conducts analysis in accordance with the materiality principle in the sustainability report, communicates with internal and external stakeholders, reviews international/national research reports and literature, integrates data from various departments, evaluates material ESG issues, and formulates effective identification , assessment, control, and supervision of risk management policies, and the adoption of specific action plans to reduce the impact of related risks.	No Difference

Item	Implement status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	

Major Issues	Risk assessment items	Description
Environment	Countermeasures to Climate Change	1. The Company has constructed a climate risk identification process using the TCFD framework. After cross-departmental discussions on climate risks and opportunities, a total of 3 opportunities and 3 risks were identified. 2. In response to opportunities and risks, the Company has formulated management strategies and goals, and implemented institutional management to effectively reduce the impact of climate change.
	Energy and Greenhouse Gas Management	1. The Company has established an environmental management system that has been certified for environmental and energy management. 2. Regularly inventory greenhouse gas emissions according to the GHG Protocol, and continue to implement carbon reduction measures based on the results to effectively reduce the impact on corporate operations.
Society	Occupational health and safety	1. The Company has completed the certification of "ISO 45001 Occupational Health and Safety Management System". 2. Fire drills and occupational safety education and training are held on a regular basis each year to improve employees' emergency response and self-safety management capabilities. 3. In response to the Company's compliance with various social laws and regulations, an internal audit plan is prepared every year, and various operating procedures are checked for compliance.
	Employee Rights and	1. To protect the diversity and equality of employees in

Item	Implement status					Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description			
				Diversity and Equality	the workplace, the Company has established the Hon Hai/Foxconn Technology Group Code of Conduct (CoC) and the chapter on labor rights. 2. Through regular and ad hoc employee training, the Company raises employees' and the organization's awareness towards respect and tolerance, and ensures that all internal policies are implemented in accordance with the spirit of diversity and equality. 3. The Company provides employees with various channels for grievance and feedback to protect the rights and interests of employees.	
			Corporate governance	Integrity and compliance	1. By establishing a governance organization and implementing internal control mechanisms, we ensure that all of our employees and operations comply with the relevant laws and regulations. 2. We apply for patent to protect the rights of the Company for the products we developed. 3. The Company has completed the "ISO 37001 Anti-Bribery Management System" verification and continues to organize training courses to strengthen its corporate culture of integrity and integrity.	
				Corporate Governance and Risk management	1. Continue to strengthen the functions of directors, plan relevant continuing education topics and courses for directors, and update directors with the latest regulations, system developments, and policies every year. 2. The Company provides directors' liability insurance to prevent litigation or claims against directors. 3. The Company adopts a comprehensive risk management and control system to clearly identify, measure and control various risks, including market risk, product risk and operational risk.	

Item	Implement status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
3. Environmental issues (1) Does the company establish proper environmental management systems based on the characteristics of their industries?	✓		(1) The Company firmly believes that when promoting environmental protection, it must not only comply with relevant laws and regulations, but also need to be in line with international development trends. In 2022, the Company will formulate an environmentally sustainable development strategy based on the identification of important environmental issues. In response to international trends and customer requirements, the Company's business units have established an environmental management system that has passed ISO14001 certification (validity: 2020/4/23 - 2023/4/22), and continues to promote the Company's environmentally sustainable development. Meanwhile, the Company conducts greenhouse gas inventory in accordance with the GHG Protocol every year to track the carbon reduction effect. Details are available in the Company's Sustainability Report and on the Company's website (https://www.honhai.com/zh-tw/CSR/focus-environment?section=focus-environment-tab1).	No Difference
(2) Does the company endeavor to utilize all resources more efficiently and use renewable materials which have low impact on the environment?	✓		(2) The Group systematically manages the energy use of the group by adapting the ISO 50001 energy management system and passing third-party verification (Extension of validity of certificate: 2023/1/12 - 2023/7/12), thereby identifying the risks and opportunities of reducing energy use and improving energy efficiency. The Company continues to promote the implementation of energy-saving technical transformation projects. In addition, the Company also actively develops new technologies for energy conservation and emission reduction, new products, and new business models to fully explore the potential of energy conservation, and to promote and improve the Company's transformation and increase revenue, and ultimately, continuously optimizes the Company's energy-saving and carbon-reduction system and achieves the goal of continuous improvement. The Company signed a green power procurement cooperation memorandum with Forest Wei. The Taiwan factory will purchase about 2.36 million kilowatt-hour (kWh) of green electricity in 2022, and the purchase volume will be increased year by year. It is estimated that by 2030, about 70 million kWh of green electricity will be accumulated, which is equivalent to a reduction of about 35,140 metric tons of carbon dioxide equivalent emissions. The raw materials used by our company are all in compliance with EU RoHS, REACH and halogen-free specifications. The Company continues to cooperate with international customers, and	

Item	Implement status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			conducts chemical safety information disclosure of processes used in assembly plants. Furthermore, establish a list of prohibited substances to complete the replacement of green chemicals in customer products. In terms of green manufacturing, the company requires the company to conserve resources, explore the development of waste reduction and reuse technologies, and implement a zero-waste project between the company and suppliers to maximize the economic benefits of recycling.	
(3) Does the company assess the potential risks and opportunities of climate change on its present and future operation, and take measures to respond to climate-related issues?	✓		(3) The Company's climate change management body is the Sustainability Committee, chaired by the Chairman. It reviews the Company's climate change strategies and goals, manages climate change risks and opportunities, and reviews the implementation status and future plans every year, and reports to the Board of Directors. The Chief Environmental Protection Officer of the Company has set up Team E under the ESG team. The team is responsible for the implementation of greenhouse gas reduction paths and proposals, and regularly tracks and reviews the progress and results. The Company officially became a supporter of TCFD in 2021. The Company follows the framework of TCFD recommendations to assess the Company's risks and opportunities from climate change, and conducts a comprehensive assessment every three years and renewal review every year. The Company completed the latest risk assessment in 2022 and identified 3 major risk issues: increased demand for renewable energy and electricity regulatory restrictions, uncertain market information, and increased stakeholder concern or feedback. The Company also identified feasible opportunities and worked out countermeasures. The Company follows the green, smart, and circular economy strategy. In terms of climate change mitigation, the Company continues to develop projects such as green operation, energy management, carbon information disclosure, and green energy fund; in terms of climate change adaptation, the Company strengthens basic measures to improve sustainable operation capabilities and building core competitiveness. For details, please refer to the chapter on Environment of the Company's Sustainability Report. （https://www.honhai.com/s3/reports/CSR/CN/2021/HonHai_2021_Sustainability%20Report_CN_Chapter5.pdf）	
(4) Does the company conduct assessment on greenhouse gas, water consumption and waste for the last two years, and establish company strategies for	✓		(4) The Company has been promoting greenhouse gas emissions since 2008, and participated in the Carbon Disclosure Project (CDP) since 2010. The Company conducts inventory of greenhouse gas emission in accordance with the "GHG Protocol"/ISO 14064, and actively promotes ISO 14064 independent third-party verification within the Company (certification date: April 20, 2023). Greenhouse gas emissions in the past two years	

<table>
<tr><th rowspan="2">Item</th><th colspan="3">Implement status</th><th rowspan="2">Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td>energy conservation and carbon reduction, greenhouse gas reduction, water saving and waste management?</td><td></td><td></td><td>(Unit: tonnes of CO2e)
<table><tr><th>Scope / Year</th><th>I</th><th>II (based on the location)</th></tr><tr><td>2021</td><td>237,946</td><td>5,982,836</td></tr><tr><td>2022 (Note)</td><td>208,654</td><td>5,808,914</td></tr></table>
In response to the international net zero emission initiative, the Company joined the CA100+initiative and pledged to reduce greenhouse gas emissions by 42% in 2030 compared to 2020, and achieve net zero emissions by 2050.
In order to cope with climate change and promote the sustainable operation of the company, the company plans to continue to increase the use of renewable energy, and hopes to achieve green power use accounting for more than 50% in 2030.
The Company actively implements water resource management planning, identifies water risks, formulates water management strategies and targets, implements various water-saving projects, and promotes water recycling and reuse, in order to achieve conservation of water resources, efficient use of water resources, reduction of wastewater discharge, and impact on the environment. The Company plans to reduce water intensity by 6% compared to 2020 by 2025. In 2022 (Note), the Company took 88,105,165 tons of water.
In order to implement the circular economy strategy, the Company actively promotes the "Zero Waste" project, giving priority to waste recycling at factories. In 2021, the Company established a waste management platform in Shenzhen Longhua Campus, Mainland China, to track waste generation, distribution, and conversion rate, etc. in real time through data-based management and control, combined with various solutions such as reduction, recycling, and harmless waste of factory waste to make continuous improvements to achieve zero waste and build a zero-waste comprehensive ecological park. The Company plans to obtain at least 5 zero waste to landfill gold certification (UL2799) plants by 2025. The waste in 2021 and 2022 (Note) were 1,001,771 tons and 710,464 tons, respectively.
Note: The boundary of data in 2022 is Greater China. Global data are disclosed in the Company's sustainability report.</td><td></td></tr>
<tr><td>4. Social Issues</td><td></td><td></td><td></td><td>No Difference</td></tr>
</table>

Item	Implement status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
(1) Does the company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	✓		(1) The Company has set employees codes of conduct in accordance with labor laws and related personnel regulations, to protect the legitimate rights and interests of employees. As an official member of RBA, in addition to actively participating in alliance activities and undertaking member-related obligations, the group is also committing to the compliance and implementation of corporate social responsibility with its peers in the electronics industry and various partners. The "Group Corporate Social Responsibility (CSR) Code of Conduct" is formulated on the basis of RBA, which is implemented after being signed by the chairman and the top managers of each business group, and is actively implemented and listed as an annual compulsory course for all new employees. On-the-job education for employees further promote compliance with the Code. The Group's Code of Conduct covers eight areas: Ethics, Labor and Human Rights, Health and Safety, Environment, Management Systems, Responsible Mineral Sourcing, Anti-Corruption Policy and Anti-Slavery Policy.	
(2) Does the company formulate and implement reasonable employee benefits measures (including remuneration, vacation and other benefits, etc.), and appropriately reflect operating performance or results in employee compensation?	✓		(2) According to the Article 28 of the Company's "Articles of Incorporation" adopted by the Board, 5%-7% of the Company profit shall be set aside for employee remuneration. The Company has set performance bonuses, employee compensation and other rewards systems. The Company's operating profit is distributed to employees in accordance with employee performance, to align employee and Company growth. In addition, the Company has set a code of employee ethics, employee self- discipline, performance evaluation and reward system, leading employees to behavior in line with the Sustainability Policy.	
(3) Does the company provide a healthy and safe working environment and organize training on health and safety for its employees on a regular basis?	✓		(3) The Company has formulated the safety and health policy and promised to achieve the goal of zero injury, zero occupational disease and zero accident so as to create a best working environment for all employees. The Company updated Health and Safety Management System in 2019, and have received SGS Certifications ISO45001 (received 2022/11/24, and valid through 2025/11/24), and CNS45001. The Company regularly hosts health promotion training during training for new recruits. For the 2022 health promotion training, a total of 57 sessions were held this year, totaling 28.5 hours, and a total of 57 sessions of labor health education training, totaling 171 hours.	

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<tr><th rowspan="2">Item</th><th colspan="3">Implement status</th><th rowspan="2">Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td>(4) Does the company provide its employees with career development and training sessions?</td><td>✓</td><td></td><td>(4) The Company’s Career Development unit is tasked with the planning and implementation of the Career Development Program.</td><td></td></tr>
<tr><td>(5) Does the company comply with relevant regulations and international standards on the health and safety of customers, customer privacy, marketing and labeling of products and services, and formulates relevant policies and procedures to protect consumer rights and handling complaints?</td><td>✓</td><td></td><td>(5) The Company actively manages the product value chain, and establishes management mechanisms from raw material procurement to logistics to customers. The Company continues to track product safety information and establish a reporting mechanism to fulfill its commitment to product safety. The Company has established strict information systems and policies, including management and technical aspects, to protect the information security requirements of customers, employees, and suppliers, and to protect the privacy and property rights of relevant stakeholders.
On health and safety and protection of customer privacy and rights for complaint for customers, the Company complies with relevant regulations and establishes procedures based on international standards. Detailed procedures and codes can be found on the Company's official website.
https://www.honhai.com/zh-tw/CSR/Advocacy-and-Promotion
The Stakeholders section has been set up on the Company's website to provide customers with complaint channels and strengthen customer relations. At the same time, the business department communicates with customers on a regular basis to confirm customer satisfaction, and handles customer complaints in the first time to protect customers' rights and interests.</td><td></td></tr>
<tr><td>(6) Does the company formulated and implement supplier management policy, requiring suppliers to follow relevant regulations on issues such as environmental protection, occupational safety and health, or labor rights?</td><td>✓</td><td></td><td>(6) The Company has established supplier management policies. Requiring suppliers to adhere to environmental, occupational health and safety, and labor rights guidelines, and supervises and audits accordingly. For details, please visit Hon Hai Supplier Social and Environmental Responsibility Website: https://sser.foxconn.com/Portal/SupplierLogon.aspx
The Company's central procurement and each business unit through the selection of new suppliers, audit counseling, performance evaluation, education and training, and supplier conferences, based on long-term effective cooperation, improve supplier capabilities, strengthen supply chain resilience, and reduce operational risks. The Company's suppliers in 2022 meet the following conditions.<table><tr><td rowspan="2">Selection of new supplier</td><td>Follow the supplier code of conduct, sign a letter of commitment, and pass the selection of suppliers based on environmental and social standards.</td></tr><tr><td>Suppliers of raw materials are required to pass ISO 9001 Quality Management</td></tr></table></td><td></td></tr>
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<tr><th rowspan="2">Item</th><th colspan="3">Implement status</th><th rowspan="2">Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td></td><td></td><td></td><td><table>
<tr><td rowspan="2"></td><td>System/ISO 14001 Environmental Management System/ISO 45001 Occupational Health and Safety Management System/QC 080000 Hazardous Substance Management System/ISO 14064 Carbon Inventory Certification.</td></tr>
<tr><td>Suppliers are required to obtain government-approved licenses based on their business type.</td></tr>
<tr><td>Supplier audit</td><td>The Company's central procurement and each business unit have set up an audit function to conduct regular online investigations and on-site audits of suppliers through the supplier management platform. At the same time, based on the severity of defects, suppliers are required to provide improvement plans and measures within a specified period of time, and then confirm them.</td></tr>
<tr><td>Supplier education and training</td><td>The Company will organize educational trainings from time to time, and collaborate with professional institutions in the industry to organize small-scale trainings and forums to effectively improve suppliers' sustainability management capabilities through different forms of communication.</td></tr>
<tr><td>Supplier Conference</td><td>The Company holds supplier conferences regularly to convey the Company's concept, strategy, and goals of sustainability and to strengthen communication with suppliers. Meanwhile, suppliers are able to provide on-site feedback and the Company can respond in a timely manner, thereby enhancing the effectiveness of communication.</td></tr>
</table>
For more details, please refer to the "Supplier Management" section of the Company's Sustainability Report.</td><td></td></tr>
<tr><td>5. Does the company compile corporate social responsibility reports or reports that disclose the company's non-financial information based on international CSR compiling standard or guidelines? Is the report accredited from accreditation agency or third-party verification organization?</td><td>✓</td><td></td><td>The Sustainability Report of the Company has been prepared with reference to the GRI-Standard for sustainability reporting issued by the Global Reporting Initiative (GRI) and the standards issued by the Sustainability Accounting Standards Board (SASB). The aforementioned report was obtained from a third-party verification institution (BSI) in accordance with AA1000 and published on the Company's website.</td><td>No Difference</td></tr>
</table>

Item	Implement status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
6. If the Company makes its own corporate social responsibilities principles according to the Rules of Corporate Social Responsibility Best Practice Principles for TWSE/GTSM-Listed Companies, please state the differences: Not applicable.				
7. Any other important information that helps to understand the conduct of corporate social responsibility: (1) Adopted new processing system to enhance the capacity to recover wastes and sewage. The new system has been installed and put into operation in some areas in the plant. (2) Respecting employees, the Company emphasizes that it does not hire child labor, does not force employees to work overtime. Managers are prohibited to discriminate or harass against employees. All relevant measures are officially announced. (3) The Company has Health and Safety Department, examining the facilities, providing training to employees on industrial safety and health and conduct performance review on a regular basis. (4) The Company has a supplier management department, providing audit and trainings on corporate social responsibilities to suppliers. (5) The Company participates in events relating to development of society, charity groups and domestic governments via donations: a. Promote the Hon Hai Starlight Project to support disadvantaged classroom bases. So far, we have cooperated with a total of 17 units in 7 counties and cities including New Taipei, Keelung, Changhua, Yunlin, Kaohsiung, Hualien, and Taitung to accompany 228 disadvantaged students. A total of NT$11,351,882 was invested in the online one-on-one lesson for 116 students twice a week, once a hour. b. The scope of the 6th Whale Scholarship includes elementary, junior high, and high school students. The number of students receiving scholarships has increased from hundreds to 2,000 each year, and the total scholarship amount has increased from NT$40 million in 2021 to NT$5,478. c. Through the AI camp for rural junior high school students, we have broadened the horizons of students in remote areas who are less likely to be exposed to technology education, and have narrowed the distance between them and technology. At the same time, we also strive to bridge the technology education gap between urban and rural areas. A total of 152 teachers and students benefited. d. Sponsored the summer English workshop for the fourth junior high school of the KIST Foundation, giving 62 disadvantaged students in remote areas one-on-one English tutorials. A total of NT$300,000 was invested. e. o support and nurture talents, the Company sponsored the inaugural high school boxing team's training, accommodation and meal costs for outings during competitions. A total of 25 team members benefited from the event, and a total of NT$100,000 was invested. (The Yucheng High School boxing team has about 80% of the student fighters from disadvantaged families, but has trained many outstanding national athletes. For example, the third place in 2020 Olympic boxing, Huang Hsiao Wen, is from the Yucheng boxing team) f. Donation totaling NT$68,585,290 to the homework guidance program for Hope Elementary School children. g. Donation of NT$6,000,000 to the table tennis player training program of the Kaohsiung Table Tennis Association. h. Donations totaling NT$18,366,022 were made to private and government institutions. i. The Group's Social Welfare Division in Mainland China launched the "6+1" volunteer service campaign to give back to society (i.e. "Cleaning Assistance, Disabled Assistance, Mobility Assistance, Medical Assistance, Education Assistance, Legal Assistance + Social Public Welfare"), and organized charity activities 694 number of screenings, number of volunteers organized: 9,608, number of hours of volunteer services: 53,782.				

(8) Status of Implementation of Integrity Operation and differences to the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and rationale.

Item	Implementation Status			Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
1. Establishment of ethical corporate management policies and programs (1) Does the company formulate ethical corporate management policy that approved by the board of directors, and declare its policies and procedures in its guidelines and external documents, as well as the commitment from its board and top executives to implement the policies? (2) Has the company established an evaluation mechanism to assess the unethical conducts risk, and regularly analyzes and evaluates business activities with high potential unethical conducts, and formulates a precaution plan which at least covered listed activities stated in Article 2, Paragraph 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies? (3) Does the company establish policies to prevent unethical conduct with clear statements regarding relevant procedures, guidelines of conduct, punishment for violation, rules of appeal, the commitment to implement the policies, and review the policy regularly?	 ✓ ✓ ✓		(1) The Company has established the board approved "Integrity Management Code", based on principles of legality, fairness, equality, consensus and good faith. These principles of integrity are set down and implemented through the provisions of the Company's "Declaration of Human Resources and Code of Conduct" section of the Employee Handbook. (2) The company has established effective internal control mechanisms, subject to routine annual evaluations analysis and report, and used as a basis for formulating a plan to prevent unethical behavior. (3) The Company is committed to abiding by international and domestic corruption and anti-bribery laws which are described in the corporate social responsibility (CSR) code of conduct. The Company has a zero-tolerance policy regarding any activities in violation of the provisions. The aforementioned policies are routinely reviewed and subject to amendment.	No Difference
2. Fulfill operations integrity policy (1) Does the company evaluate business partners' ethical records and include ethics-related clauses in business	 ✓		(1) The Company asks its suppliers, manufacturers and customers to sign "Partner Commitment" and strictly implement high-standard	No Difference

Item	Implementation Status			Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
contracts?			anti-corruption policies as the premise for cooperation.	
(2) Does the company establish an exclusively dedicated unit supervised by the Board to be in charge of corporate integrity, and regularly (at least once a year) report to the Board about the implementation of ethical corporate management policy and the plan against unethical conducts?	✓		(2) The Company has set up a dedicated Corporate Integrity unit through the Safety Department. The unit is responsible for policy-making and execution supervision of integrity management policies, and prevention of unethical behavior, reporting at least annually to the Board of Directors. On November 10, 2022, the Company reported the 2022 Implementation of Corporate Integrity to the Board of Directors: The Company requires employees sign "Employee Declaration", "Employee Integrity Commitment" and "Honesty, Integrity & IP Protection Agreement ", and routinely invites internal and external experts to provide insight to employees regarding relevant law amendments, to prevent any possible mistakes. Employees and suppliers involved in dishonest behaviors found in the investigation shall be punished accordingly.	
(3) Does the company establish policies to prevent conflicts of interest and provide appropriate communication channels, and implement it?	✓		(3) The Company developed the codes of conduct standards on corporate social and environmental responsibilities, and published the “The Group’s Anti- Corruption Code of Conduct” which clearly defines integrity management, information disclosure, unfair income, fair trade, identity confidential and anonymous complaints principles.	
(4) Has the company established effective systems for both accounting and internal control to facilitate ethical corporate management, and audit the implementation of policies of preventing unethical conduct, either by internal auditors or CPAs on a regular basis?	✓		(4) According to result of analysis for unethical conduct, the Company’s internal audit unit formulates related auditing plans and evaluations.	

<table>
<tr><th rowspan="2">Item</th><th colspan="3">Implementation Status</th><th rowspan="2">Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Description</th></tr>
<tr><td>(5) Does the company regularly hold internal and external educational trainings on operational integrity?</td><td>✓</td><td></td><td>(5) For 2021, the Company hosted training pertaining to ethical management, including insider trading, trade secrets and legal general education information and telecom network operating procedures and principles, and company information security courses. Courses were participated by 1,669 for 3,338 hours cumulatively.</td><td></td></tr>
<tr><td>3. Report System operating status

(1) Has the company set specific report and reward system to facilitate the report cannel and assign appropriate specialist accepting to spot the reported object?

(2) Does the company establish standard operating procedures for confidential reporting on investigating accusation cases and measures for follow-up?

(3) Has the Company set measures to protect whistleblowers do not suffer for which he or she reported?</td><td>

✓

✓

✓</td><td></td><td>

(1) Dedicated personnel, reporting channels, procedures and feedback information can be found on the Company's "Integrity Management Code".

(2) The Company has set up the dedicate groups for acceptance and investigation of misconducts, and have formulated the Company's "Fraudulent Inspection Act", protecting the investigations confidentiality, procedure, and post-investigation measures.

(3) The Company clearly defined in corporate social responsibility codes of conduct which will protect both identity and anonymous reports for suppliers and employees to ensure the identity of the confidential informant.</td><td>No Difference</td></tr>
<tr><td>4. Enhance information disclosure
Does the company disclose the information of implementation and results of integrity management on its website and the MOPS?</td><td>✓</td><td></td><td>The Company has established Integrity Operation Rules, and discloses the implementation results on CSR annual report. The content of the Integrity Operation Rules and the implementation results are disclosed on company official website and the MOPS.</td><td>No Difference</td></tr>
<tr><td colspan="5">5. If the company develops its own integrity operation rules according to the Integrity Operation Best Practice Principles for TWSE/GTSM-Listed Companies, please state the differences: No difference.</td></tr>
<tr><td colspan="5">6. Other important information for better understanding of the integrity operation (such as review and revision of the regulations on integrity operation)
(1) The Company strictly abides by the Company Act, the Securities and Exchange Act, Business Entity Accounting Act, publicly traded relevant rules and other relevant laws and regulations of business conduct as the basis for the implementation of the integrity management.
(2) Please refer to the Company's official website http://www.foxconn.com for the Integrity Management Code and Annual Report on Corporate Social and Environmental Responsibilities.</td></tr>
</table>

(9) Other Company-established corporate governance rules and regulations

The Company has established the "Corporate Governance Best Practice Principles," which has been approved by the Board of Directors and uploaded to the Market Observation Post System and the Company's website for the convenience of the investors. The path is as follows:

https://mops.twse.com.tw/mops/web/t100sb04_1

http://www.honhai.com

(10) Other Important Corporate Governance Information

The Company continues to strengthen its corporate governance operations. The official website of the Company (http://www.honhai.com) has set up "Corporate Governance," "Corporate Social Responsibility," and "Integrity Management" sections to describe the operation of corporate governance and the effectiveness of its promotion.

(11) Status of Implementation of Internal Control System

a. Statement of Internal Control System

Hon Hai Precision Industry Co., Ltd.

Statement of Internal Controls

Date: 3/15/2023

According to the examination on internal control system done by the Company itself in 2022, we hereby state as follows:

(1) The Company's Board of Directors and management team understand their responsibilities of developing, implementing and maintaining the Company's internal control system, and such a system has been established. The purpose of establishing the internal control system is to reasonably assure the following objectives: (a) The effectiveness and efficiency of business operation (including earnings, operation performance and the safeguard of company assets); (b) Achieve the reliability, timeliness, transparency, and compliance objectives according to the relevant laws and regulations in order to provide reasonable assurances.

(2) Due to the innate limitation in designing a faultless internal control system, this system can only assure the reasonableness of the above three objectives have been fairly achieved. In addition, the effectiveness of internal control system could alter over time due to the change of business environment or situation. Since the Company's internal control system has included self-examination capability, the Company will make immediate corrections when errors are detected.

(3) The evaluation of effectiveness of the internal control system design and implementation is made in accordance with the "Guidelines for the Establishment of Internal Control Systems by Public Companies" (the Guidelines). The Guidelines are made to examine the following five factors during the management and control process:

(1) control environment, (2) risk assessment and response, (3) control activities, (4) information and communication, and (5) supervision. Each factor also includes several items. Details of each factor can be found in the Guidelines.

(4) The Company has examined the effectiveness of each respected area in the internal control system based on the Guidelines.

(5) The examination result indicated that the Company's internal control system (including subsidiary governance) dated December 31, 2022 has effectively assured that the following objectives have been reasonably achieved during the assessing period: (a) The degree that effectiveness and efficiency of business operation; (b) The reliability of the financial and related reports; (c) The compliance of the relevant laws/regulations and company policies

(6) This Statement is a significant part of the Company's annual report and prospectus available to the general public. If it contains false information or omits any material content, the Company is in violation of Article 20, Article 32, Article 171 and Article 174 set forth in the Taiwan's Security and Exchange Act.

(7) The Company hereby declares that this statement had been approved by the Board of Directors on March 15, 2023. Among the 8 attending Directors, to the contents of this statement.

Hon Hai Precision Industry Co., Ltd.

Chairman: Liu, Young-Way [signature and seal]

President: Liu, Young-Way [signature and seal]

b. **The Company is required by the Security and Futures Bureau to hire an accountant to audit the Company's internal control system and disclose the audit report made by accountants:**

None

(12) Lawful punishment inflicted on the Company, and/or disciplinary action taken by the Company against its employees for violating internal regulations in the latest year (up to the printing date of this Annual Report); Punishments that may materially affect shareholder rights of share prices, and correction and improvement procedures:

None

(13) Important resolutions made by the Shareholders' Meeting and Board of Directors, from periods 2022 and up to the printing date of this Annual Report:

a. **The resolutions approved by the entire attending shareholders at the annual shareholders' meeting on May 31, 2022 and its implementation**

Resolutions	Implementation
The approval of the 2021 Business Report and Financial Report	-
Approval of the 2021 earnings distribution	Shareholder's cash dividend: NT$5.2 per share. Distributed on July 28, 2022
Approved amendment of the Company Articles of Incorporation	The registration was approved by the Ministry of Economic Affairs on July 19, 2022.
Passed amendments to the Company's "Rules of Procedure for Shareholders' Meetings"	It has been handled in accordance with the amended rules.
Passed amendments to the Company's "Guidelines for Handling Acquisition and Disposal of Assets"	It has been processed in accordance with the revised procedures.
Approved the company's "Procedures of Loan extension to Others."	It has been processed in accordance with the revised procedures.
Approved the proposal of FIH Mobile Limited (Cayman), a subsidiary listed in Hong Kong of the Company, to apply for listing in India through the initial public offering of rupee common stock by its subsidiary Bharat FIH Limited	Submitted listing application on December 21, 2021.
Re-election of directors	9 directors (included 5 independent directors) were elected for a term of three years from July 1, 2022 to June 30, 2025. ●List of elected directors: LIU, YOUNG-WAY Gou, Tai-ming Representative of Hon Jin International Investment Co., Ltd.: Wang, Charng-yang Representative of Hon Jin International Investment Co., Ltd.: Christina Yee-ru Liu ●List of elected independent directors: James Wang Kuo, Tei-Wei Hwang, Tsing- yuan Liu, Len-yu

<table>
<tr><td></td><td>Chen, Yue-min</td></tr>
<tr><td>Approval of the lifting of director of non-competition restrictions</td><td>Removal of non-compete restrictions on directors in accordance with the resolution of the shareholders' meeting
<table>
<tr><th>Director</th><th>Company and the title</th></tr>
<tr><td>Liu, Young-way</td><td>Chairman of Jingding Precision Technology Co., Ltd.
Foxtron Vehicle Technologies Co., Ltd.</td></tr>
<tr><td>James Wang</td><td>Independent Director of HannStar Border Co., Ltd.
Independent Director of APEX MEDICAL CORP.</td></tr>
</table>
</td></tr>
</table>

b. The resolutions approved by the board of directors for 2022, up to April 2, 2023 and its implementation

(1) The Company acquired the equity of the new joint venture Ceer National Automotive Company on February 22, 2022.

(2) March 16, 2022
The proposal of the Company's consolidated financial statements for 2021, the proposal to issue domestic unsecured common corporate bonds to raise medium and long-term capital, and the increase of capital in the subsidiary, LinYih International Investments Co., Ltd., FIH Mobile Limited Cayman, subsidiary listed in Hong Kong of the Company, to apply for listing in India through the initial public offering of rupee common stock by its subsidiary Bharat FIH Limited; Setting the date and cause of the Company's AGM for 2022; setting up a Nomination Committee; appointing Member of the Nomination Committee.

(3) The Company's 2021 financial report dated March 23, 2022, the proposal of the Company's 2021 earnings distribution report, the 2021 distribution in the form of a cash dividend, the indirect disposal of the equity of NANJING HONGFUSHARP ELECTRONICS CO., LTD., capital increase in subsidiary Hon Young Semiconductor Corporation.

(4) List of Candidates for the 18th Board of Directors (Independent Director) Nomination on April 20, 2022.

(5) The Company's 2022 first quarter financial report dated May 12, 2022, the capital increase in the subsidiary Bon Shin International Investments Co., Ltd., the Company's acquisition of the right-of-use assets for the Baogao Smart Industrial Park in New Taipei City, recapitalization of earnings into share capital by Fuding Electronics Technology (Jiashan) Co., Ltd.; proposal of merging with HongYe Precision Components (KunShan) Co., Ltd. by HongZhun Precision Tooling (KunShan) Co., Ltd.; approval of the Company's reduction of its indirect shareholding in subsidiary Bharat FIH Limited by more than 10%.

(6) Election of the Company's 18th chairman of the board of directors on June 6, 2022.

(7) The Company's 2022 second quarter financial report dated August 10, 2022, the

capital increase in subsidiary Hongyuan International Investment Co., Ltd., and the capital increase in subsidiary LinYih International Investments Co., Ltd., appointment of members of the Remuneration Committee, appointed members of the Nomination Committee.

(8) The company's 2022 third quarter financial report dated November 10, 2022, issuance of domestic unsecured common corporate bonds to raise medium and long-term funds, capital increase in ECMMS Precision Singapore Pte. Ltd. and capital increase in Foxconn Singapore Pte. Ltd. The Company appointed a Chief Information Security Officer.

(9) The disposal of the equity of Foxway Precision Industrial (HangZhou) Co., Ltd. and the increase of capital in the subsidiary, Hon Young Semiconductor Corporation, on December 15, 2022.

(10) Acquisition of shares of Foxconn Singapore Pte. Ltd. on January 18, 2022.

(11) The Company's 2022 financial report dated March 15, 2023, the proposal of the Company's 2022 earnings distribution report, the 2022 distribution in the form of a cash dividend, setting the date and cause of the Company's AGM for 2023; the Company's Taiwan-listed subsidiary, XunShip Technology Holdings Co., Ltd., intended to pass the initial public offering of common shares (A shares) denominated in Renminbi by its subsidiary, SHUNYUN TECHNOLOGY (ZHONGSHAN) LIMITED, and applied for listing on the China Stock Exchange.

(14) Directors or supervisors have expressed opposition or qualified opinions that have been noted in the record or declared in writing in connection with the important resolutions passed by the Board of Directors in the latest year and up to the printing date of this Annual Report:

None

(15) During the latest year and up to the printing date this Annual Report, the Company’s chairman, general manager, accounting director, financial director, internal auditors, and R&D supervisor had resigned or been dismissed:

None

C. Information on Accountants' Fees

(1) Accountants' Fees

CPA Firm	Name of Accountant		Inspection Period	Audit Fee	Non-audit Fee	Total	Remarks
PricewaterhouseCoopers Taiwan	Hsu, Yung-chien	Patrick Hsu	2022/01/01 ~ 2022/12/31	13,070	5,918	18,988	Non-audit fee are tax consulting fee and others.

(2) Alter the CPA Firm and the audit fee in altering year is less than that in the previous year:

None

(3) The audit fee is reduced by over 10% compared with the previous year:

Decrease: NT$8,781 thousand

Reduction ratio: 40.19%

Cause of decrease: The Company did not engage a certified public accountant to provide attestation services for overseas corporate bond issuance in 2022.

D. Alternation of CPA

(1) About the Former CPA:

<table>
<tr><td>Date of Change</td><td colspan="4">January 1, 2023</td></tr>
<tr><td>Reasons and Explanation of Changes</td><td colspan="4">The original CPA of the Company were Hsu, Yung-Chien and Hsu, Sheng-Chung, both CPAs of TCC. Due to the internal adjustment of TCC, their CPA positions were changed to C.A. Hsu, Sheng-Chung and Hsu, Chieh-Ju starting from the first quarter of 2023.</td></tr>
<tr><td rowspan="3">State Whether the Appointment is Terminated or Rejected by the Consignor or CPAs</td><td colspan="2">Counterparty / Situation</td><td>Certified Public Accountant</td><td>Consignor</td></tr>
<tr><td colspan="2">Appointment terminated automatically</td><td>-</td><td>-</td></tr>
<tr><td colspan="2">Appointment rejected (discontinued)</td><td>-</td><td>-</td></tr>
<tr><td>The Opinions Other than Unmodified Opinion Issued in the Last Two Years and the Reasons for the Said Opinions</td><td colspan="4">None</td></tr>
<tr><td rowspan="7">Is There Any Disagreement in Opinion with the Issuer</td><td rowspan="5">Yes</td><td>-</td><td colspan="2">Accounting principle or practice</td></tr>
<tr><td>-</td><td colspan="2">Disclosure of financial statements</td></tr>
<tr><td>-</td><td colspan="2">Auditing scope or procedures</td></tr>
<tr><td>-</td><td colspan="2">Others</td></tr>
<tr><td>-</td><td colspan="2"></td></tr>
<tr><td>None</td><td colspan="3">✓</td></tr>
<tr><td colspan="4">Explanation</td></tr>
<tr><td>Supplementary Disclosure</td><td colspan="4">None</td></tr>
</table>

(2) About Successor CPA:

Accounting Firm	PwC Taiwan
Name of independent auditor	Hsu, Sheng-Chung, Hsu, Chieh-Ju
Date of Engagement	March 31, 2023
Accounting treatment methods or accounting principles for specific transactions, and advisory matters and results that may be issued for financial reporting prior to appointment	None
Written opinions of the successor CPAs on matters of disagreement with the predecessor CPAs	None

(3) Former CPA's reply:

Not Applicable

E. The Company's chairman, general manager, or any managerial officer in charge of finance or accounting matters has in the most recent year held a position at the accounting firm of its CPA or at an affiliated enterprise:

None

F. Transfer & pledge of stock equity by directors, supervisors, managerial officers and holders of 10% or more of company shares

(1) Changes in Equity

Unit: Shares

Title	Name	2022		Current year to March 31	
		Shareholding Increase/ Decrease	Pledged Shares Increase/ Decrease	Shareholding Increase / Decrease	Pledged Shares Increase/ Decrease
Chairman	Liu, Young-Way	0	0	0	0
Director	Gou,Tai-ming (Terry Gou)	0	(257,286,000)	0	0
Director	Hon Jin International Investment Co., Ltd.	0	0	0	0
	Representative: Wang, Cheng-Yang	0	0	0	0
Director	Hon Jin International Investment Co., Ltd.	0	0	0	0
	Representative: Christina Yee-ru Liu	(18,000)	0	0	0
Independent Director	James Wang	0	0	0	0
Independent Director	Kuo, Tei-Wei	0	0	0	0
Independent Director	Hwang, Tsing- yuan	0	0	0	0
Independent Director	Liu, Len-yu	0	0	0	0
Independent Director	Chen, Yue-min	0	0	0	0
Department General Manager	Wang, Cheng-Yang	0	0	0	0

Department General Manager	Chiang, Chih-Siung	0	0	0	0
Department General Manager	Lin, Chung-Cheng	0	0	0	0
Department General Manager	Chu, Cheng-Qing	0	0	0	0
Chief Information Security Officer	Lee, Wei-Bin	0	0	0	0
Department General Manager	Huang, De-cai	0	0	0	0
Department General Manager	Chou, Zong-kai	0	0	0	0

(2) Information on Equity Transfer:

The counterparties of equity transfer are not related parties.

(3) Information on Equity Pledge:

The counterparties of share pledges are not related parties.

G. Information on relationships among the top ten shareholders:

April 2, 2023

Name	Shareholding		Spouse & Minor Shareholding		Shares Held through Other Parties Shares		Related Party (Between Top 10 Shareholders)		Remark
	Number	%	Number	%	Number	%	Name	Relation	
Gou, Tai-ming (Terry Gou)	1,742,198,518	12.56%	0	0.00%	0	0.00%	None	None	-
Citibank Hosting Government of Singapore Investment Account	384,950,883	2.78%	0	0.00%	0	0.00%	None	None	-
New Labor Pension Fund	227,912,434	1.64%	0	0.00%	0	0.00%	None	None	
LGT Bank AG	166,866,294	1.20%	0	0.00%	0	0.00%	None	None	
JPMorgan Chase Hosting Vanguard Developing Markets Index Fund	164,531,761	1.19%	0	0.00%	0	0.00%	None	None	
JPMorgan Chase Bank Hosting Vanguard STAR Developed Markets Index Fund	157,421,135	1.14%	0	0.00%	0	0.00%	None	None	
Citibank Hosting Norges Bank Investment Account	146,923,796	1.06%	0	0.00%	0	0.00%	None	None	
Citibank Hosting Hon Hai Precision Industry Co., Ltd. Depositary Receipts Account	146,681,375	1.06%	0	0.00%	0	0.00%	None	None	-
Yuanta Taiwan Excellence 50 in custody with CTBC Bank	122,722,263	0.89%	0	0.00%	0	0.00%	None	None	-
Standard Chartered Bank's iShares Emerging Markets ETF Investment Account	113,712,928	0.82%	0	0.00%	0	0.00%	None	None	-

H. Combined shareholding percentage

3/31/2023; Unit: 1,000 shares

Reinvestment	Investment by the Company		Direct or indirect control of Directors, Supervisors, or Managers		Combined Investment	
	Shares	%	Shares	%	Shares	%
FOXCONN (FAR EAST) LIMITED	7,809,629	100.00%	-	-	7,809,629	100.00%
SHARP CORPORATION	144,900	22.32%	76,655	11.80%	221,555	34.12%
ECMMS PRECISION SINGAPORE PTE. LTD.	343,010	100.00%	-	-	343,010	100.00%
Hyield Venture Capital Co., Ltd.	1,302,301	97.95%	27,199	2.05%	1,329,500	100.00%
Bon Shin International Investments Co., Ltd.	1,493,630	100.00%	-	-	1,493,630	100.00%
MARGINI HOLDINGS LIMITED	275,980	100.00%	-	-	275,980	100.00%
AMBIT INTERNATIONAL LTD.	74,572	100.00%	-	-	74,572	100.00%
FOXCONN HOLDINGS B.V.-NETHERLAND	108,355	100.00%	-	-	108,355	100.00%
FENIX INDUSTRIA DE ELETRONICOS LTDA.	53,334	99.47%	280	0.53%	53,614	100.00%
FOXCONN MOEBGINDUSTRIA DE ELETRONICOS LTDA	24,315	99.99%	3	0.01%	24,318	100.00%
FOXCONN Technology Co., Ltd.	139,726	9.88%	277,195	19.60%	416,921	29.48%
FOXCONN HOLDING LTD.	1,590,702	100.00%	-	-	1,590,702	100.00%
HonYuan International Investments Co., Ltd.	453,255	100.00%	-	-	453,255	100.00%
Hon Chi International Investments Co., Ltd.	347,151	100.00%	-	-	347,151	100.00%
Foxconn Singapore Pte. Ltd.	457,838	39.52%	700,000	60.48%	1,157,838	100.00%
FOXCONN SA B.V.	69,793	100.00%	-	-	69,793	100.00%
Pan-International Electronics	107,776	20.79%	29,620	5.71%	137,396	26.51%
Lin Yih International Investments Co., Ltd.	847,100	100.00%	-	-	847,100	100.00%
SYNTREND CREATIVE PARK CO., LTD.	183,646	74.80%	-	-	183,646	74.80%
Premier Image Technology (H.K.) Limited	1,405	1.63%	84,753	98.32%	86,158	99.95%
ALTUS TECHNOLOGY INC.	65,811	48.43%	70,079	51.57%	135,890	100.00%
Asia Pacific Telecom	1,253,027	29.72%	302,022	7.17%	1,555,049	36.89%
Ennoconn Corporation	504	0.47%	36,250	34.19%	36,754	34.66%
Foxtron Vehicle Technologies Co.,Ltd.	794,400	49.52%	-	-	794,400	49.52%
SOCLE TECHNOLOGY CORP.	21,139	39.78%	32,000	60.22%	53,139	100.00%
Hon Young Semiconductor Corporation	405,800	100.00%	-	-	405,800	100.00%
HONG JIN CHANG HOLDINGS CO., LIMITED	7,809,629	100.00%	-	-	7,809,629	100.00%

Note: Long-term equity investment of the Company calculated according to the equity method